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# Alberta Investment Guide



Alberta  
CANADA 

OPPORTUNITY  
*Unlimited*



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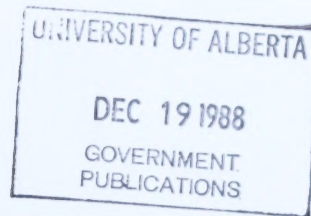
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THE ALBERTA INVESTMENT GUIDE  
(Reference Report)



Department of Economic Development & Trade  
October, 1988





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## N O T I C E

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## ALBERTA - OPPORTUNITY UNLIMITED

### OPPORTUNITY UNLIMITED - A Diverse Economy

Alberta has a diverse economy that has unlimited investment potential. Leading and emerging industries in the province include:

- agriculture
- oil and gas
- chemicals and chemical products
- food processing
- forestry products
- tourism
- electronics and aerospace industries
- computer software and engineering services
- advanced materials and plastics
- consumer products
- biotechnology and pharmaceuticals
- film industry
- fashion industry
- telecommunications

### OPPORTUNITY UNLIMITED - Investment Appeal

Alberta welcomes and encourages investment. This positive investment climate features:

- low personal income tax rates
- low corporate tax rates
- forgiveness of provincial corporate tax for qualifying small manufacturing businesses
- assured supply of competitively priced energy resources
- a highly trained work force
- labour stability
- political stability
- a government committed to free enterprise
- government encouragement of foreign investment
- government support of world class research facilities in science and technology
- easy transportation and communications access
- availability of industrial land
- no retail sales tax

### OPPORTUNITY UNLIMITED - Quality of Life

Alberta has one of the highest standards of living in the world which is exemplified by:

- first class elementary and secondary school system
- outstanding advanced education institutions
- excellent health and medical care, covered by provincial insurance plan
- legislation for the protection of the environment

- National and Provincial Parks which provide the finest skiing, hiking, golfing and camping in the world
- site of 1978 Commonwealth Games and 1988 Winter Olympics
- vibrant city life
- live theatre, dance, opera and symphony orchestras
- professional sports



## ALBERTA'S ECONOMIC DIVERSIFICATION STRATEGY

Over the years, the Alberta Government has pursued a number of policy and program initiatives to encourage diversification. Several examples of the more important initiatives undertaken include:

1. Establishing the Alberta Heritage Savings Trust Fund in 1976 to retain a portion of the non-renewable resource revenues that the province receives from oil, natural gas and coal. The Fund was established to provide the financial means to further diversify the Alberta economy. The Heritage Fund now has an asset value of \$12.6 billion, and generates investment income which accounts for 15 percent of total provincial revenues.
2. Maintaining a competitive tax regime for the province's business community, with current tax rates on small business and manufacturing and processing income being among the lowest in Canada.
3. Building up an extensive infrastructure in transportation, communications, education, and health care - all of which are essential to economic growth and diversification.
4. Establishing world class facilities in science and technology, such as the Alberta Research Council; the Alberta Heritage Foundation for Medical Research; and Applied Research Centres in Micro-electronics and Telecommunications.
5. Developing world class facilities for tourism including heritage attractions such as the Tyrrell Museum of Palaeontology and the Head-Smashed-In Buffalo Jump World Heritage Site, and recreational features such as our national and provincial park systems.
6. Providing financial assistance to small businesses where the marketplace has not responded to their needs. Examples include programs intended to stabilize interest rates and other input costs, and to improve access to sources of financing for higher risk ventures (Small Business Term Assistance Plan, Alberta Opportunity Company).
7. Encouraging the formation of venture capital pools as sources of equity capital and liquidity for Alberta businesses (Small Business Equity Corporations Program, recent expansion of the Alberta Opportunity Company's mandate to include venture financing).
8. Promoting the development of export markets for Alberta goods and services through programs that help to reduce the front-end risk (Market Development Assistance Program, Export Services Support Program, etc.).

The following are key components of Alberta's economic diversification strategy, in terms of where emphasis will be placed.

1. **Business Development.** Statistics show that 97 percent of all firms in Alberta have less than 100 employees and less than \$2.0 million in revenues. In the last 10 years, these firms have accounted for almost all of the net employment growth in the province. Moreover, these smaller firms account for 80 percent of all innovations made by the business community. New business formation and the success of existing businesses is the foundation for the continued growth and diversification of Alberta's economy.
2. **Domestic and International Marketing.** Diversification is supported not only through the development of new industries or commercial sectors, but also through the opening up of new markets for existing products and services. The Alberta Government is committed to increasing the number of companies exporting outside the province.
3. **Investment Promotion.** Capital does more than simply generate jobs. Investment is an important vehicle in transferring technology, increasing productivity, and improving competitiveness. The role of the Alberta Government is seeking to have investment take place in the province, is to promote attractive investment opportunities and ensure that investors are aware of these opportunities. The Alberta Government is committed to ensuring that our regulatory and taxation regimes remain favourable to investors.
4. **Science and Technology.** Advanced technology is fast emerging as one of the dominant factors shaping the social and economic structure of most societies, and it is now recognized by all industrial countries as representing one of the major opportunities for new economic growth. The Alberta Government is committed to enhancing industry's ability to develop and commercialize new technologies into new products, and apply these technologies to improve the productivity of existing industries.
5. **Transportation and Communications.** In a highly competitive economy, businesses must have the ability to respond quickly and appropriately to market forces. Alberta is committed to a process of deregulation in the transportation sector, one which recognizes the role of the marketplace, rather than regulation, as a means of encouraging efficiency and innovation.
6. **Education and Labour Market Development.** A smoothly functioning, demand responsive labour market is an essential ingredient for economic growth and diversification. The Alberta Government is committed to working closely with industry to identify current and future demand for skilled workers, and to working with businesses and industrial associations to undertake increased training initiatives to provide skills essential to their industry.



## FOREIGN INVESTMENT IN ALBERTA

Foreign investment has played a significant role in the development of Alberta's economy, and this is expected to be the case in the future. Foreign capital fostered an agricultural export economy in the first part of the century and allowed for the rapid development of the petroleum and chemical industries following the Second World War. Many of Alberta's future development prospects - oil sands, coal mining, petrochemicals, high technology and forestry - are capital intensive. Alberta welcomes and encourages foreign investment which will be beneficial to the province.

### Investment Canada

The Investment Canada Act recognizes that investment is central to economic growth and the key to technological advancement. Recently, Canada's regulations regarding foreign investment have been greatly liberalized through the Investment Canada Act.

The Act establishes an Agency, Investment Canada, with a mandate to encourage and facilitate investment. The establishment of a new business by a foreign investor requires only that the investor notify Investment Canada of his investment within 30 days of implementation.

Acquisitions of small Canadian businesses are not subject to review. The review threshold is \$5 million for direct acquisitions, and \$50 million for indirect acquisitions. Since the inception of the Investment Canada Act in 1985, neither the Canadian or the Alberta Government have rejected a reviewable foreign investment proposal. The Canada/U.S. Free Trade Agreement would provide for the eventual increase in the threshold for direct acquisitions to \$150 million, and the phasing out of reviews of indirect acquisitions. However, these provisions of the Free Trade Agreement will not apply to U.S. investment in the oil and gas sector.

The only other exceptions to the above are investments which fall in sensitive sectors. These include:

- books, magazines, periodicals or newspapers,
- film or video products,
- audio or video music recordings, and
- music in print or machine readable form.

Investments in the above sectors will be reviewed if the Governor in Council deems it is related to Canada's cultural heritage or national identity.

## Other Investment Canada Services

Investment Canada was created to facilitate the investment process. Investment Canada can give you useful and timely information on Canadian industry and commerce, including:

- markets in Canada and markets accessible from Canada;
- trade services;
- energy;
- transportation and communications;
- technological capabilities;
- labour;
- banking and finance;
- inactive programs;
- joint ventures and licensing in Canada; and
- planning business trips.

For more detailed information on Investment Canada contact:

Investment Canada  
5th Floor W, 240 Sparks Street  
P.O. Box 2800, Station D  
Ottawa, Ontario, Canada  
K1P 6A5  
Phone: (613) 995-0465  
Telex: 053-4450

OR

Policy Development and Coordination Branch  
Alberta Economic Development & Trade  
9th Floor, Sterling Place  
9940 - 106 Street  
Edmonton, Alberta  
T5K 2P6  
Phone: (403) 427-3627



## BUSINESS IMMIGRATION PROGRAM

Designed to attract business expertise and investment capital, the Business Immigration Program enables approved applicants and their eligible dependents to obtain permanent resident status in Canada.

The federal immigration system grants immigration status to a business immigrant who invests in a job-generating business in Canada. The federal criteria for entrepreneurial immigration require that the applicant:

- 1) has a relevant business background;
- 2) has the intent and ability to invest in a business venture whereby employment opportunities will be continued or created for one or more Canadian residents other than the applicant and his dependents;
- 3) upon approval, the applicant must reside in the Province, and assume active management roles in the operation of the business.

In Alberta, entrepreneurial immigrants are encouraged to establish businesses in these areas: manufacturing; food processing; services; merchandise wholesaling, retailing, or distributing enterprises.

Passive investment which is designed to collect interest, dividends, or rent from existing properties, lend money, or speculate on real estate are not currently eligible under the program.

Under the Investor Category qualified business immigrants must have a successful business track record as well as a personal net worth of at least \$500,000, and be willing to make a specified investment in a business or private investment syndicate designated by Alberta. Investments are encouraged in a number of industries including plastics, tourist facilities, oil and gas ventures, high technology and agri-business.

The Federal Government refers business proposals to the province in which they are to be located. The province is requested to make recommendations with respect to the viability and economic impact of the business plan. The final approval of the application rests with the Federal Government based on the provincial recommendations and the applicant's ability to pass the normal points system and health and security checks as required under the Canadian immigration laws.

Additional information can be obtained from:

Alberta Career Development and Employment  
14th Flr., Park Square  
10001 Bellamy Hill  
Edmonton, Alberta T5J 3W5  
(403) 427-0537

## CORPORATE TAXATION

### Corporate Income Tax Rates

In Canada, corporate income tax rates vary depending on the type of business or business activity and on the net income of the company. The following section describes tax treatment in Alberta with comparisons to other Canadian provinces. The subsequent material discusses other provisions of the Income Tax Act, such as capital cost allowances (CCA - the tax system analog of depreciation) and capital gains.

The small business tax rate applies to companies that have \$200,000 or less in net income. Manufacturing and processing corporations qualify for a special tax rate. If the latter have \$200,000 or less in net income, they also qualify for the small business tax rate. The general business tax rate applies to companies that are not eligible for these special rates.

The federal tax rates are 28% for general business, 26% for manufacturing and processing corporations (M & P), 12% for small businesses, and 12% for small M & P companies. A federal corporate surtax of 3% applies to federal tax payable. Thus, the actual federal rates are 28.84% (i.e.,  $28\% \times 1.03 = 28.84\%$ ) for general business, 26.78% for M & P companies, 12.36% for small business and 12.36% for small M & P companies. These tax rates must be prorated for the corporate tax year. The following table shows combined federal and provincial corporate tax rates for Alberta, British Columbia, Ontario, Quebec and Saskatchewan.

### CORPORATE TAX RATES

#### Combined Federal/Provincial Income Tax Including Corporate Surtaxes

	<u>General Business (a)</u>	<u>Manufacturing &amp; Processing Corporations</u>	<u>Small Business Corporations (b)</u>	<u>Small Manufacturing &amp; Processing Corporations (b)</u>
Alberta	43.84	35.78	17.36	12.36
British Columbia	42.84	40.78	33.36	33.36
Ontario	43.34/44.34	42.28	12.36/22.36	12.36/22.36
Quebec	34.74/42.74	32.68	12.36/15.58	12.36/15.58
Saskatchewan	45.84	26.78	12.36/22.36	12.36

- (a) In Ontario, the lower general business rate applies to all primary industries. In Quebec, the lower rate applies to active business income (non-active businesses are professional firms, investment companies, or personal service firms).
- (b) The lower small business rates in Ontario, Quebec and Saskatchewan apply to new start-up businesses.

## Other Provisions of the Income Tax Act

Most expenses in the normal course of operating a business are fully deductible from the revenues of the business. For example, wages and salaries, cost of sales, office expenses and freight costs are fully deductible. Automobile expenses may be deducted only to the proportion of the mileage used for business purposes. Business meals and entertainment expenses are 80% deductible.

Only two-thirds of capital gains are included in a corporation's income, the remainder being tax exempt. Investment tax credits (ITC) are available at a rate of 5% of the expenditures on qualifying buildings, machinery and equipment, to be used in Canada for activities such as logging, farming, fishing or manufacturing. Research and development tax incentives are also available as special ITC's and are fully described in another section of this guide.

Federal CCA rates are frequently treated differently from financial statement depreciation costs. For example, manufacturing equipment may be written off at 40% per annum on a declining balance basis, although this rate will be reduced in future years. Buildings may be written off at 4% on a declining balance basis.

## Retail Sales Tax

There is no retail sales tax in Alberta, as shown in the following table:

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	<u>Retail Sales Tax Rate (%)</u>
Alberta	0.0%
British Columbia	6.0
Ontario	7.0
Quebec	9.0
Saskatchewan	7.0

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For further information contact:

Finance Development Sector  
Business Finance Development  
Alberta Economic Development & Trade  
7th Floor, Sterling Place  
9940 - 106 Street  
Edmonton, Alberta T5K 2P6  
CANADA  
Phone: (403) 422-5025

## PERSONAL TAXATION

All other provinces in Canada have higher personal income tax rates than Alberta. The following table compares five of the basic provincial rates.

### Provincial 1987 Personal Tax Rates

	<u>Basic Rate (a)</u>
Alberta	46.5%
British Columbia	51.5%
Ontario	50.0%
Quebec	70.0-85.0%
Saskatchewan	50.0%

- (a) Basic rate is expressed as a percentage of basic federal tax. Alberta has an additional 0.5% tax on taxable income and a high income surtax of 8% on basic Alberta tax in excess of \$3,500. Saskatchewan has an additional 1.5% tax on net income and a high income surtax of 12% of provincial tax payable in excess of \$5,000. Ontario levies a 3% high income surtax on provincial tax payable in excess of \$5,000. Quebec levies its own personal income taxes on a different base than other provinces.

There are a number of tax deductions and tax credits which serve to reduce taxable income and tax payable, respectively. For example, the full amount of any contributions to a "registered retirement savings plan" may be deducted from income to a maximum of either \$7,500 or 20% of earned income, whichever is less. An Alberta tax credit of up to 30% of an investment in shares in a corporation eligible under the provisions of the Alberta Stock Savings Plan is also available.

There are tax incentives associated with investing. For example, investment tax credits are available for purchases of qualifying buildings, machinery and equipment, to be used in Canada for activities such as farming, fishing, logging or manufacturing.

For further information contact:

Finance Development Sector  
Business Finance Development  
Alberta Economic Development & Trade  
7th Floor, Sterling Place  
9940 - 106 Street  
Edmonton, Alberta T5K 2P6  
Canada  
Phone: (403) 422-5025

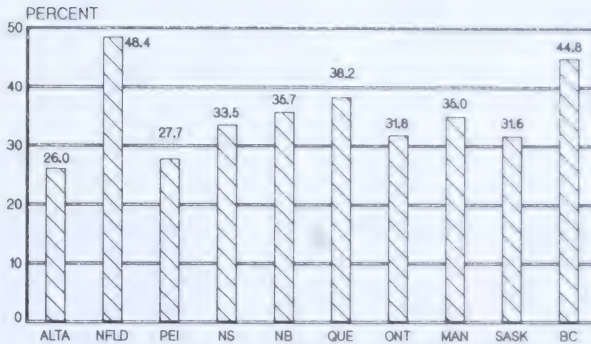


## LABOUR RELATIONS CLIMATE

Alberta has long had a stable labour relations system. While inevitably labour disputes arise from time to time, labour and management have often been very innovative in finding solutions to sometimes difficult issues.

Some indicators of the labour relations climate are presented in the graphs below.

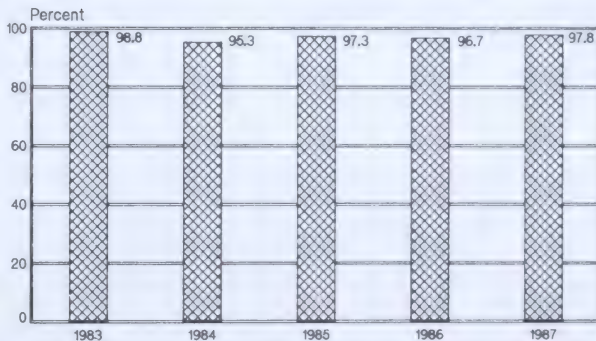
Union Membership as a % of Total Paid Workers  
All Provinces, as of December 1985



Source : Statistics Canada , Corporations and Labour Unions Returns Act ; The Labour Force

Union membership in Alberta as proportion of paid workers is lowest among Canadian provinces.

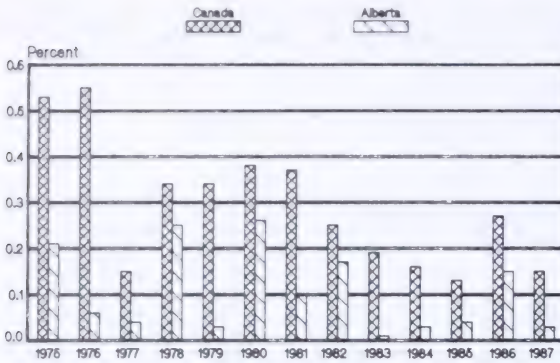
Negotiated Wage Settlements Without Workstoppages  
Alberta, 1983-1987



Source : Alberta Labour

The vast majority of labour negotiations result in a settlement without recourse to strike or lockout.

### Time Not Worked Due To Work Stoppages Alberta, 1975-1987

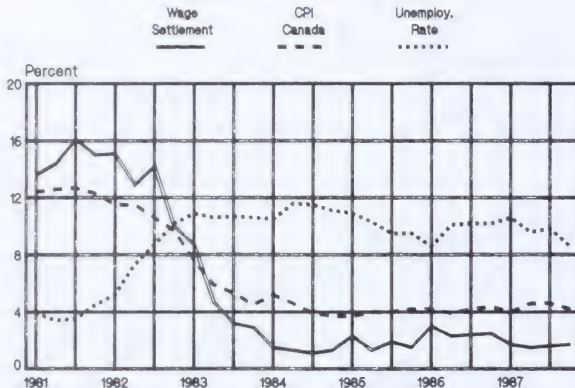


Source: Labour Canada and Alberta Labour

Since 1975 time lost due to strikes or lock-outs has not exceeded 0.6 percent of time worked in Canada nor 0.3 percent in Alberta

Workers in Alberta have consistently experienced less time loss than the Canadian average. In many years the difference has been dramatic.

### Negotiated Wage Increases, Unemployment Rate and CPI\* Alberta, 1981-1987 (Quarterly)



\* Consumer Price Index for Canada

Source: Statistics Canada and Alberta Labour

Average percentage increases in negotiated wage settlements since early 1983 have been lower than increases the Consumer Price Index.

# COMPARATIVE LIVING COST SUMMARY

The following traces the expenditure pattern of a family of four, with two incomes. Total income is \$43,125 and one wage earner makes half as much as the other. The two children are teenagers.

## LIVING COST SUMMARY - 1987

	<u>Montreal</u>	<u>Ottawa</u>	<u>Toronto</u>	<u>Winnipeg</u>	<u>Edmonton</u>	<u>Vancouver</u>
Gross Income	43,125	43,125	43,125	43,125	43,125	43,125
Total Prov/Fed Income Taxes <sup>a</sup>	<u>13,726</u>	<u>11,152</u>	<u>11,152</u>	<u>11,916</u>	<u>10,524</u>	<u>11,025</u>
Disposable Income After Tax	29,399	31,973	31,973	31,209	32,601	32,100
Utilities	1,607	1,410	1,335	1,413	1,119	863
House Maintenance, Telephone, Insurance	1,054	1,052	1,098	890	970	1,083
Food	5,632	5,444	5,936	5,475	5,886	5,999
Transportation	4,100	3,799	3,917	3,514	3,812	4,042
Clothing	2,600	2,717	2,822	2,722	2,657	2,629
Household Goods	1,447	1,361	1,366	1,318	1,358	1,323
Sundries	<u>3,364</u>	<u>3,358</u>	<u>3,482</u>	<u>3,432</u>	<u>3,243</u>	<u>3,491</u>
Total Living Costs <sup>b</sup>	<u>19,804</u>	<u>19,141</u>	<u>19,956</u>	<u>18,764</u>	<u>19,045</u>	<u>19,430</u>
Net Income After Taxes & Living Costs	9,595	12,832	12,017	12,445	13,556	12,670

- a) Provincial taxes include retail sales tax, health care charges, payroll tax, gasoline tax, tobacco tax, and selected license fees. (Note: Alberta has no payroll or retail sales tax). Federal taxes include \$1656 this family would pay in every province for social security programs such as unemployment insurance and Canada Pension Plan.

b) Does not include house payments or property taxes.

SOURCE: Estimated by Economic Development & Trade, based upon data from the Conference Board of Canada, Statistics Canada (Cat. 62-010, 62-001) and The Canada Tax Foundation.

#### HOUSE PAYMENTS AND PROPERTY TAXES - DETACHED BUNGALOW

	<u>Montreal Longueuil</u>	<u>Ottawa Western</u>	<u>Toronto Mississauga</u>	<u>Winnipeg St. James Assiniboia</u>	<u>Edmonton West End</u>	<u>Vancouver Burnaby</u>
Average Selling Price July 1988	\$90,000	\$133,000	\$183,000	\$107,000	\$89,000	\$140,000
Down Payment	30,000	30,000	30,000	30,000	30,000	30,000
Mortgage @ 11% 25 Years	60,000	103,000	153,000	77,000	59,000	110,000
Principal, Int. Payments	6,930	11,897	17,672	8,894	6,814	12,705
Property Taxes	1,700	1,800	2,150	2,000	1,400	1,700
Annual Cost	8,630	13,697	19,822	10,894	8,214	14,405

SOURCE: Royal LePage - Survey of House Prices, July 1988

#### NATURAL GAS COSTS

The table below illustrates the average industrial/commercial natural gas utility rates in major Canadian cities.

<u>City</u>	<u>Average Industrial/Commercial Rate \$/gigajoule</u>
Edmonton	1.92
Vancouver	3.78
Winnipeg	3.26
Toronto	3.48
Montreal	4.96
Regina	2.81

Based on a monthly consumption of 4,000 gigajoules (3,793 Mcf), 85% of contract demand.

SOURCE: Canadian Energy Pricing News, August 1988.



## RESEARCH AND DEVELOPMENT TAX INCENTIVES

Companies or individuals which conduct scientific research and experimental development qualify for special tax treatment in respect of those expenditures. Qualifying expenditures in respect of R & D, net of any government or non-government assistance received in respect thereof, are claimed under the category of special investment tax credits (ITC).

To qualify for tax benefits, the R & D expenditures must relate to scientific research, which is defined as a "systematic investigation or search carried out in a field of science or technology by means of experiment or analysis". The definition is broken down into three areas:

Basic Research - work undertaken for the advancement of scientific knowledge without a specific practical application in view.

Applied Research - work undertaken for the advancement of scientific knowledge with a specific practical application in view.

Development - the use of the results of basic or applied research for the purpose of creating new, or improving existing materials, devices, products, or processes. Routine engineering or routine development does not qualify as R & D.

Revenue Canada, Taxation has published an information circular (No. 86-4) that provides a detailed guide to the identification of eligible R & D expenditures. Also relevant to the determination of qualifying R & D expenditures are the bulletins "Scientific Research Expenditures and Allowance" (IT-151R2) and "Investment Tax Credit" (IT-331R).

It is noteworthy that buildings or leasehold improvements to buildings or rent or lease expenses, even when used in or expended on R & D activities, will no longer qualify for special tax treatment. Machinery, equipment and structures used for R & D, other than buildings, will still qualify for the R & D incentives.

It is necessary that R & D expenditures be related to a business of the taxpayer in order to qualify for special tax treatment. In particular, the taxpayer must derive all or substantially all of the revenues from the prosecution of R & D. This "related-to-the-business" requirement also applies to payments made to research institutes or foundations, universities, colleges, and other similar organizations.

Qualifying Canadian Controlled Private Corporations (CCPC) which had taxable income of \$200,000 or less in their immediately preceding taxation year and individuals will earn ITC's at a rate of 35% on the first \$2,000,000 of qualified expenditures on R & D. Amounts in excess of \$2,000,000 will earn ITC's at a rate of 20%. Other taxpayers earn ITC at a rate of 20% on all R & D expenditures. The \$200,000 and \$2,000,000 limits must be shared by associated corporations.

To qualify as CCPC, the corporation must not be controlled directly or indirectly, in any manner whatsoever, by one or more non-resident persons, one or more public corporations, or any combination of non-residents and public corporations. As long as 50% or more of the corporation's shares are held by a resident of Canada, a Canadian private company or any combination of these, none of which are controlled by non-qualifying individuals or companies, the corporation will be a CCPC under the provisions of the Income Tax Act. CCPCs are fully defined in the Revenue Canada Interpretation Bulletin IT-458, "Canadian-Controlled Private Corporation".

A loss for tax purposes which is allocated by a partnership to limited partners or other partners not actively engaged in the business of the partnership will not be allowed to the extent that the partner's share of the loss can be attributed to R & D deductions taken by the partnership. R & D ITC's allocated by a partnership are subject to a similar restriction. This new rule and the "related-to-the-business" rule described above are intended to prevent the transfer of R & D expenditures and/or tax credits as forms of tax shelter.

For taxation years ending after May 31, 1985 a taxpayer must file a prescribed form (Form T-661) with its annual income tax return to support the claim for R & D expenditures.

The following table illustrates in general terms the tax advantage to corporations for incremental R & D expenditures of \$1,000:

ALBERTA		
	CCPC <sup>(1)</sup>	Other
Expenditure	\$1,000	\$1,000
Investment Tax Credit	350	200
Tax Expense <sup>(2)</sup>	325	400
After Tax Cost	<u>\$325</u>	<u>\$400</u>

(1) The 35% tax credit is available to Canadian Controlled Private Corporations only under certain circumstances as outlined earlier.

(2) A 50% marginal tax rate has been used to simplify the illustration.

Those wishing to proceed with R & D programs or offerings to the public will require the services of professional tax and legal advisors to ensure project eligibility and to assess the associated income tax aspects.

To acquire interpretation bulletins or for other questions contact:

Revenue Canada, Taxation  
Information Services  
875 Heron Road  
Ottawa, Canada  
K1A 0L8

SOURCE: Deloitte Haskins & Sells; Business Finance Development, Alberta  
Economic Development and Trade.

PROGRAMS & SERVICES  
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SELECTED FEDERAL GOVERNMENT  
ASSISTANCE PROGRAMS  
AND SERVICES

WESTERN DIVERSIFICATION PROGRAM

The Western Diversification Program (WDP) was established by the Federal Government in August 1987 under the new Department of Western Economic Diversification (WD). The objective of this department is to:

- o coordinate and communicate all federal programs and activities that contribute to the economic development and diversification of the West;
- o support business infrastructure to further the economic development and diversification of the Western economy;
- o undertake activities that will facilitate the creation of new enterprises and businesses consistent with our evolving international trade policy; and
- o represent the interests of Western Canada in the development of national policies and the design of national programs, and to ensure that Western Canada is effectively linked to decision-making in Ottawa.

The Western Diversification Program is particularly targeted towards projects that involve new products, new markets and new technologies, including import replacements and industry-wide productivity enhancements. CONTACT: Department of Western Economic Diversification, 604, 10179-105 Street, Edmonton Alberta, T5J 3N1, 495-4164.

Business Information Centres

Business Information Centres provide a regional source of information on all federal and provincial government programs and services available to Canadian business and industry. Each centre is staffed with trained personnel who can either provide immediate answers to enquiries or arrange to have an appropriate official provide the required information. There are ten Business Information Centres in Canada, with one in each province. A toll free information "hot-line" connects the business community with the nearest centre. That toll free number is 1-800-661-3977. In Edmonton, phone 495-2952.



## Canadian International Development Agency (CIDA) - Industrial Cooperation Program

The purpose of this program is to stimulate increased participation by the Canadian private sector in the industrial development and growth of developing countries through joint ventures and other forms of business collaboration which provide benefits to both Canada and the developing countries. The program provides support for starter studies and for viability studies. Starter studies are preliminary analyses of opportunities and viability studies are in-depth analyses of project possibilities designed to lead directly to investment decisions. (Industrial Cooperation Division, CIDA, Place du Centre, 200 Promenade du Portage, Hull, Quebec, K1A 0G4, (819) 997-5456).

### Counselling Assistance for Small Enterprise (CASE)

CASE is a management counselling service which assists owners and managers of business enterprises, particularly those of small size, to improve their methods of doing business. Retired business persons perform the counselling services.

The only cost is a nominal daily fee for each counsellor assigned. Eligibility: any proprietorship, partnership, or limited company conducting virtually any type of business enterprise in Canada can apply, providing that the enterprise does not have more than 75 full time employees and has had prior discussions of its problems with its appropriate business advisor. (Federal Business Development Bank, 606 Metropolitan Plaza, 10303 Jasper Avenue, Edmonton, Alberta T5J 3N6 (403) 495-2277).

### Defence Industry Productivity Program (DIP)

The purpose of the Defense Industry Productivity Program is to assist, develop, and sustain technological capability of Canadian industry primarily for the purpose of defence export sales, and also for civil export sales resulting from this capability and sales to the Department of National Defence. Type of assistance available:

- (a) Research and Development - research and development of defence-related products and for sustaining the associated technology base.
- (b) Source Establishment - to establish qualified Canadian suppliers of defence-related products.
- (c) Capital Assistance - to acquire advanced production equipment to modernize or upgrade engineering and/or manufacturing capability in Canada for defence-related products.

- (d) Market Feasibility - studies to establish the specifications and characteristics of defence-related products required to meet market demand or to determine market sector characteristics for those products when needs have been identified in Canadian or export markets.

Eligibility: Any individual, partnership, association, institution or corporate body involved in a project related to the development, manufacture or support of defence-related products. (Defence Industry Productivity Program, Department of Regional Economic Expansion, 235 Queen Street, Ottawa, Ontario K1A 0H5; or Manager, Trade and Investment, Department of Regional Industrial Expansion, The Cornerpoint Building, 5th Flr., 10179 - 105 Street, Edmonton, Alberta T5J 3S3 (403) 420-2944).

#### Drawbacks - National Revenue - Customs & Excise

The most direct method Customs and Excise has of financially assisting Canadian businessmen is through the payment of customs drawbacks.

This is a program whereby customs duty and taxes are returned on certain imported products that have been used or disposed of in a manner that qualifies them under any of the areas of drawback. The customs drawback program would mainly be of interest to Canadian businessmen who import goods and materials to be further manufactured and exported. Eligibility: the possibility of a business qualifying for drawback should be discussed with a member of Customs and Excise. (Chief, Drawbacks, Remissions and Refunds Unit, Custom and Excise, Box 2910, 220 - 4th Avenue SE, Calgary, Alberta (403) 292-4637 or 292-4622).

#### Export Development Corporation

Canadian firms of any size can insure their export sales against non-payment by foreign buyers. EDC normally assumes 90% of the commercial and political risks involving insolvency or default by the buyer as well as blockage of funds, war or rebellion, cancellation of import licenses, and the like, in a foreign country, and cancellation of export permits in Canada. Insurance is available to cover sales of general commodities and services normally made on short credit terms of up to 180 days and capital goods and services, normally made on medium term credit of up to five years. Eligibility: any person operating a business in Canada and exporting Canadian goods and/or services from Canada.

EDC arranges medium and long term loans, either by separate loan agreements or by lines of credit with financial institutions or government agencies in the buyer's country. Funds are paid directly to Canadian exporters, in effect providing the exporter with cash sales. In order to assist smaller capital goods exports requiring medium term credit, EDC is prepared to discount promissory notes, in a form acceptable to EDC, received by Canadian exporters from their foreign customers.

This facility is available where competitive conditions make it impossible to conclude the transaction with normal bank financing. EDC cooperates with banks and other financial institutions, in the form of parallel loans, co-lending and participation in EDC loans. EDC may also provide a loan guarantee to a bank or other financial institution which provides a loan to a foreign buyer of Canadian capital goods or services.

More specifically, the EDC:

- provides 100% unconditional guarantees to banks that provide performance and bid-related securities in the form of an irrevocable letter of credit in favour of the buyer. Eligibility: exporters.
- issues 100% unconditional guarantees to banks and other lenders who provide non-recourse financing in respect to an EDC insured sale of capital goods (supplier credit), or who make loans to buyers of Canadian capital goods and services (buyer credit). Eligibility: exporters.
- provides insurance to cover failure of a buyer/borrower to authorize EDC to disburse loan funds in payment for goods produced or services rendered. Eligibility: exporters, suppliers, all related industries.
- provides insurance to cover a portion of the risk assumed by a domestic surety company providing a performance bond to a foreign buyer. Eligibility: exporters, lending institutions, related industries.

Eligibility: EDC considers all projects which, on their own merits and within internationally accepted practices, normally justify medium and long term loans and provide significant benefits to Canada.

In Calgary: Mr. Murray Shaw  
General Manager, Prairie and Northern Region, or,

Mr. Walter Hutchings,  
Alberta District Manager  
Suite #2140, Bow Valley Square #3,  
255 - 5th Avenue SW  
Calgary, Alberta T2P 3G6

(403) 294-0928

#### Federal Business Development Bank

Extends financial assistance to new or existing businesses in Canada through loan guarantees, equity financing and leasing, and assists management development through advice seminars in rural centres, conferences and training courses. Information services publishes and distributes booklets on a wide range of topics pertaining to small business, distributes bulletins on business developments and maintains reference libraries at branch offices with



a variety of publications on small business management (see also Counselling Assistance to Small Enterprises (CASE)). Eligibility: most Canadian companies, particularly small business. (Federal Business Development Bank, 606 Metropolitan Plaza, 10303 Jasper Avenue, Edmonton, Alberta T5J 3N6 (403) 495-2277. FBDB, Calgary, #1900 - 500 - 4th Avenue S.W. Calgary, Alberta, T2P 2V6 (403) 292-5000).

### Federal Industry Sector Branches

The Department of Regional Industrial Expansion has as its prime point of contact with industry the following industry sector branches:

- o Surface Transportation and Machinery Branch (613-954-3798)
- o Aerospace, Defence and Industry Benefits Branch (613-954-3340)
- o Service Industries and Consumer Goods Branch (613-954-2990)
- o Resource Processing Industries Branch (613-954-3080)

The branches' primary responsibilities are to:

- promote growth and competitiveness in the manufacturing processing and service sectors;
- act as contacts for the manufacturing and processing industries and selected service sectors in their dealings with the federal government;
- deliver departmental programs and services and ensure that Canadian enterprises obtain the optimal benefits from assistance and incentive programs administered by DRIE and other government departments and agencies, assist Canadian business in the identification and exploitation of both domestic and export market opportunities and safeguard business interests in international markets.

CONTACT: Regional Executive Director, Department of Regional Industrial Expansion, Suite 505, Cornerpoint Building, 10179 - 105 St., Edmonton, Alberta, T5J 3S3, (403) 420-2944; Calgary office: #630, 220--4th Avenue S.E., Calgary, Alberta T2P 3C3, (403) 292-4575.

### Industrial Research Assistance Program

IRAP is a National Research Council program that has been established by the federal government to further the economic development of Canada through encouragement of research and development and increased utilization of science and technology. There are several elements to this program including salary support for companies that hire science and engineering students. (CONTACT: Mr. A.W. Gilliland, 6815 - 8th St. N.E., Calgary, Alberta, T2E 7H7, (403) 297-2600).



### International Investment Program

This program is administered by the Department of External Affairs, through 45 posts in 23 countries. These IDP posts are located mainly in Western industrialized countries with emphasis on the United States, Europe and Japan. Investment promotion activities include initiating and organizing seminars in the post of territory, missions to and from Canada, visits to Canada to prospective investors, advertising campaigns and a wide variety of related projects. (CONTACT: Investment Department Division, Department of External Affairs, Lester B. Pearson Bldg., Ottawa, Ontario K1A 0G2, (613) 996-9134).

### National Research Council

The National Research Council has laboratories across the country that are organized along multi-disciplinary lines aimed at particular areas of application. Research is undertaken in areas such as biological systems and processes; the performance of machines and mechanical structures; control systems and automated processes. The NRC also administers extensive programs of financial and technical support for industry. (National Research Council, Administration Building, Montreal Road, Ottawa, Ontario, K1A 0R6, (613) 993-9101).

### Program for Export Market Development (PEMD)

PEMD is designed to encourage established Canadian firms to enter new export markets and accept new competitive risks in existing export market areas. The Program is not intended to support normal export business activities either in maintaining an existing market abroad or in winning new business in a market where the supplier is already well established. Companies which succeed in developing export business with assistance under the Program must repay the share provided under PEMD. The Program is divided into seven areas:

1. Project Bidding
2. Market Visits
3. Participation in Trade Fairs
4. Incoming Buyers
5. Export Consortia
6. Establishment of Permanent Sales Offices Abroad (Except U.S.A.)
7. Special Activities: Food, Agriculture and Fish  
(Nonprofit, nonsales; association, marketing board or agency)

(Manager, Trade and Investment, Department of Regional Industrial Expansion, 5th Flr., The Cornerpoint Building, 10179 - 105 St., Edmonton, Alberta, T5J 3S3, (403) 420-2944).

### Small Business Loans Program

Assists small business in obtaining term credit from the chartered banks under a federal government guarantee of loans to a maximum of \$100,000 made by an approved lender. Eligibility: Canadian businesses with gross revenue under \$2 million. (Department of Regional Industrial Expansion, 5th Flr., The Cornerpoint Building, 10179 - 105 Street, Edmonton, Alberta T5J 3S3 (403) 420-2944, Calgary Office: #630, 220-4th Avenue S.E., Calgary, Alberta, T2P 3C3, (403) 292-4575, or any chartered bank).

### Special Investment Tax Credit Program

This is a federal program initially established in 1980 to promote investment in areas across Canada adversely affected by economic disparities. These areas are selected by the Federal Government on the basis of census divisions containing the 5 percent of the population suffering most from high unemployment and low per capita income. In Alberta, this program only applies in the Peace River region (Census Divisions 17, 18, 19), excluding the City of Grand Prairie.

All manufacturing and processing activities, as defined under the Regional Development Incentives Act, are eligible providing they are located within the specially designated areas. There is no project size limit, and the project can be a new facility, an expansion, or a modernization. Depreciable assets that meet the criteria of the Income Tax Act, such as buildings, machinery and equipment, are eligible if used primarily in manufacturing or processing.

The investment tax credit of 40 percent applies to the eligible costs of assets.

In any one year, the tax credit cannot exceed the lesser of:

- o 40 percent of eligible capital costs incurred, or
- o \$15,000 plus one half of your remaining federal tax payable.

No prior approval of projects is required and the credit is automatic. The company simply claims the credit on the income tax return. If Revenue Canada requires verification of the eligibility of the activity, the Department of Regional Industrial Expansion will supply it.

### Statistics Canada

Statistics Canada has a national responsibility for collection and publishing statistical information needed by governments, industry, and the general public to understand Canadian social and economic conditions. A free catalogue listing its publications is available upon request. (Statistics Canada, HYS Centre, 215, 11010 - 101 Street, Edmonton, Alberta T5H 4C5 (403) 495-3027. Throughout Alberta the Edmonton office can be reached free of charge at 1-800-282-3907).

## Technology Inflow Program

The Technology Inflow Program (TIP) seeks to facilitate the flow of foreign technology to Canada. Proposals for financial support are submitted from individuals or organizations in the private sector, as well as from provincial governments, universities, and federal departments and agencies. Proposals must have technical merit and the potential to obtain technology that will produce economic benefit for Canada. Financial assistance is usually in the form of travel costs, living expenses and, in special cases, salaries of foreign experts working in Canada. TIP staff working in Canadian embassies abroad will respond to requests for information on foreign technology, and assist in identification of sources of that technology. CONTACT: Manager, TIP Program, Department of External Affairs, 125 Sussex Drive, Ottawa, Ontario K1A 0G2, (613) 996-0971.

SELECTED ALBERTA  
GOVERNMENT ASSISTANCE  
PROGRAMS AND SERVICES

GENERAL ASSISTANCE PROGRAMS & SERVICES

The Alberta Bureau of Statistics

The Alberta Bureau of Statistics is responsible for providing statistical information on economic and social conditions in the province. It collects, compiles, analyses and publishes information on business, labour, economics, industry, government administration, and other key areas. Births, marriages and deaths are registered by the Vital Statistics Division. (Alberta Bureau of Statistics, Information Services, 7th Flr., Administration Building, 10820 - 98 Avenue, Edmonton, Alberta T5K 0C8 (403) 427-3058). Vital Statistics, 4th Flr., 10405 - 100 Avenue, Edmonton, Alberta T5J 0A6 (403) 427-5857).

Alberta Intermodal Services

Alberta Intermodal Services Limited (AIS) was established in 1986 by the Alberta Government. Its purpose is to provide Alberta exporters and importers with low inland transportation costs to and from the West Coast. AIS co-ordinates the movement of containers through the CP Rail system and through private truckers which transports to and from AIS facilities. AIS has marketing offices and storage yards located in Edmonton, Calgary, and Vancouver. CONTACT: President, Alberta Intermodal Services (403) 234-7505.

Alberta Opportunity Company

Alberta Opportunity Company (AOC) is a Crown Corporation intended to stimulate the establishment of new businesses and to assist in the expansion of existing enterprises. The Company may make loans, or guarantee loans of other lenders, and provide management counselling or other specialized services. AOC only lends money when conventional financing is not readily available. Emphasis is placed on Albertan-owned enterprises, on small businesses, on job-creating projects, and on businesses in smaller population centres. A.O.C. now is also able to make investments on an equity basis in certain areas (manufacturing, tourism and some advanced technology companies). CONTACT: President, A.O.C. (403) 421-7979.

Alberta Physical Distribution Program

The Alberta Physical Distribution Program has been established to assist Alberta firms, businesses and associations involved in the movement, handling and storage of goods. The program is intended to create an awareness within Alberta companies of the benefits accruing from improved physical distribution practices and to provide assistance to firms implementing physical distribution improvements within their organizations. CONTACT: Director, Physical Distribution Program, Alberta Economic Development and Trade (403) 427-0743.



### Alberta Small Business Incubator Support Program

The Alberta Small Business Incubator Support Program assists communities with the development and initial operation of small business incubators that provide new enterprises with common space, shared services, access to business counselling and access to financing for a limited period of time. Funding is available on a 50-50 cost-shared basis for the purpose of conducting a market assessment, developing a business plan and offsetting the incubator's annual operating deficits over three years. CONTACT: Program Administrator, Small Business Incubator Program; Alberta Economic Development and Trade (403) 427-5267

### Alberta Stock Savings Plan

The Alberta Stock Savings Plan (ASSP) is intended to stimulate the provision of equity capital for new and growing Alberta companies through attracting new investors to the equity market. The ASSP is an investment vehicle that benefits investors by entitling them to a credit against Alberta tax payable, based on the purchase of eligible shares listed on the Alberta Stock Exchange. CONTACT: Director, Corporate Tax Administration, Alberta Treasury, (403) 427-0712.

### Business Counselling Services

Counselling services are available throughout the Province from experienced business analysts and business development representatives. Merchandising, marketing, financing and manufacturing are a few of the many areas where specialized counselling services are offered. CONTACT: Executive Director, Business Counselling and Development Branch, Alberta Economic Development & Trade, (403) 427-5267.

### Business Immigration Program

The objective of the Business Immigration Program is to attract and facilitate the admission of business immigrants who will establish or make a significant investment in job creating business ventures which offer significant economic benefits to Alberta. This program is one of the programs administered by the Immigration Services section of Alberta Career Development and Employment. CONTACT: Manager, Immigration Programs, Alberta Career Development & Training, (403) 427-0537.

### Business Line

The "Business Line" is manned by professional staff who will answer general questions on all aspects of business including financing, marketing, manufacturing, and business programs that are available. If callers require additional information, the operators will refer them to the department's business counsellors or the appropriate government department or business organization. Businesses can access the line by dialing toll-free 1-800-272-9675 or 422-9494 in Edmonton.

### Business Opportunity Sourcing System (BOSS)

Business Opportunity Sourcing System (BOSS) is a computer based data system developed to promote Canadian business, its products and services by making this information known to all Canada's trade commissioners abroad and other federal and provincial industry officers across Canada. BOSS is also used as an information source for the production of appropriate DRIE directories, which are frequently the principal reference services. To be included in these directories, businesses should apply to the Department. (Department of Regional Industrial Expansion, Corporate Systems Branch, 235 Queen Street, Ottawa, Ontario K1A 0H5 (613) 992-9128) or (EDP Systems, Alberta Economic Development & Trade, 8th Flr, Sterling Place, 9940 - 106 Street, Edmonton, Alberta T5K 2P6 (403) 427-0675).

### Business Site Locations Program

Small Business Division representatives are available to help businesses find locations in Alberta compatible with their requirements. Where required, site tours can be arranged and information assembled on appropriate Alberta communities. CONTACT: Director, Business Locations, Alberta Economic Development & Trade, (403) 427-2005.

### Canada/Alberta Northern Development Agreement

This is a \$40 million cost-shared agreement between Alberta and the Federal Government that is intended to encourage greater economic development in Northern Alberta. The agreement has three major program elements that provides assistance to businesses and community organizations for the following: industrial and business development; human resource development; and community and regional infrastructure development. This is a five year agreement that expires March 31, 1991. This Agreement is administered by the Northern Development Branch of the Northern Alberta Development Council (NADC). CONTACT: Director, Canada/Alberta Northern Development Agreement (403) 624-6276, Peace River; toll free, 1-800-362-1352.

### Community Profiles

For rural location assistance, detailed community profiles are available which contain information on population, locations, transportation facilities, industrial land, utilities, building permits and other useful data. These profiles can be obtained from the Small Business and Industry Development Division, Alberta Economic Development and Trade, (403) 427-5267.

## Export Services Support Program

The Export Services Support Program is intended to encourage Alberta businesses to more aggressively pursue specific projects outside of Alberta by financially assisting feasibility and other relevant studies that could eventually lead to contracts for Alberta goods and services. This \$7 million program assists Alberta based firms to participate in areas of design, engineering, construction and manufacturing that could not otherwise be undertaken. Assistance will be provided by funding 50% of approved front-end costs to a maximum of \$150,000 for each project, with a \$500,000 ceiling for any one applicant at one time. CONTACT: Executive Director, Business Finance Development, Alberta Economic Development & Trade (403) 427-0667.

## Export Trade Readiness for Alberta (EXTRA)

EXTRA is administered through local chambers of commerce and trade associations. The program provides a team of professional management consultants to work with businesses. The consultants meet with companies on an individual basis to:

- ° explain ways to expand a company's present export capabilities
- ° explain ways to prepare a business for exporting
- ° help in understanding procedures used in exporting
- ° help in developing marketing strategies.

The private management consultants are hired by Alberta Economic Development and Trade to work with companies to become export-ready or to expand export capability. CONTACT: Small Business and Industry Division, Alberta Economic Development and Trade (403) 427-3685.

## International Marketing Program

The Alberta International Marketing Employment Program was designed first, to provide Alberta businesses with an opportunity to hire post-secondary graduates who will work on a specific international marketing project, and second, to promote the development of export market operations for Alberta. The Alberta Government provides funding support on a cost-shared basis for wage and travel expenses of employees of employers who have demonstrated an international marketing capability for their products or services. CONTACT: Manager, Program Delivery, Alberta Career Development & Employment, (403) 427-8517.

## Loan Guarantee Program for Alberta Exporters

The Loan Guarantee Program for Alberta Exporters provides support to Alberta based businesses that are involved or intend to be involved in the export of their manufactured products outside of Alberta. The objective is to increase the financing available to Alberta based manufacturers, by guaranteeing loans made by chartered banks and Treasury Branches to a maximum of \$5 million, providing such loans relate to specific export contracts or orders. CONTACT: Executive Director, Business Finance Development, Alberta Economic Development & Trade (403) 427-0667.



### Management Assistance Program (MAP)

The Management Assistance Program provides funding to chambers of commerce or other local organizations interested in upgrading the management skills of small businesses in their communities. To qualify, these organizations must have a minimum of 20 small businesses per session. The program retains management consultants to work with individual firms over a five-month period. Each business receives approximately 8 to 10 hours of consulting time which can be used to review systems, finances, marketing or other areas. Counselling is strictly confidential and available to owner operators for a nominal fee. CONTACT: Executive Director, Business Counselling and Development Branch, Alberta Economic Development and Trade, (403) 427-5267.

### Manufacturing and Processing Income Tax Rates

Alberta's tax rates on manufacturing and processing income are among the lowest in Canada. The general corporate tax rate of 9% is applied to all manufacturing and processing income earned in Alberta. The small business tax rate of 0% is applied to companies with manufacturing and processing income earned in Alberta.

### Market Development Assistance Program

The Market Development Assistance Program (MDAP) can provide assistance to Alberta businesses that are interested in enhancing their export potential. Eligible companies can receive financial assistance to cover a portion of the costs incurred for market identification trips, out of province trade fairs and exhibitions, incoming buyer visits, and outgoing sales trips. The total value of grants allowed per applicant company within any fiscal year is \$5000 maximum. The program has been established by Alberta Economic Development & Trade to supplement the Federal Program for Export Market Development (PEMD). Applicants are asked to apply under PEMD before considering application to MDAP. CONTACT: Assistant Deputy Minister, Trade Development Division, Alberta Economic Development & Trade (403) 422-2500.

### New Exporters to Border States (NEBS)

NEBS offers businesses information on the essentials of exporting, and is aimed at educating exporters in marketing their products and services to border and near-border states in the United States. The program organizes on-the-spot seminars for Alberta businesses in Canadian consulates in specific states. Topics range from pricing and promotion to customs clearance and collections. Contact Alberta Economic Development and Trade at (403) 427-4809, or the federal Department of Regional and Industrial Expansion at (403) 420-2944.



### Product Development Program

The Product Development Program is intended to assist Alberta manufacturers who want to improve the design and quality of their existing products or develop new and innovative products. This program can enable proposals to recover as much as 75 percent of the eligible costs of product development to a maximum of \$30,000 per project. The program is sponsored by Alberta Economic Development and Trade. CONTACT: Executive Director, Industry Development Branch, Alberta Economic Development & Trade (403) 427-2005.

### Small Business Corporate Income Tax Reduction

The Small Business Corporate Income Tax Reduction provides a 10 percentage point reduction in Alberta corporate income tax rate on the first \$200,000 of active business income earned by a Canadian-controlled private corporation. For 1988, the Alberta corporate tax rate on this income is reduced to 5 per cent. The program is aimed at diversification by allowing for the development and growth of small incorporated businesses in Alberta.

### Vencap Equities Ltd.

Vencap Equities Alberta Limited is a publicly owned venture capital company capitalized at \$227-million. It provides equity financing to businesses with the potential to contribute to Alberta's economic development and diversification. Investments of any size are considered - currently more than 20 per cent of Vencap's investments are of the early stage or seed variety. Funding is provided to all sectors except real-estate development and oil-and-gas exploration and development. CONTACT: President, Vencap Equities Ltd. (403) 420-1171.

EMPLOYMENT AND TRAINING PROGRAMS  
(CONTACT: MANAGER, PROGRAM DELIVERY, ALBERTA  
CAREER DEVELOPMENT AND EMPLOYMENT, 422-0046)

Alberta Private Vocational Schools Program

The purpose of the Private Vocational Schools Program is to provide vocational training for unemployed Albertans in identified skill shortage areas through licensed Private Vocational Schools, thus enhancing their opportunities for entering the workforce. This program provides financial support to individuals who require training offered by private vocational schools in fields identified as having critical skill shortages.

Alberta Training Program

The objective of the Alberta Training Program is to provide financial incentives to private sector employers for training and skill development of their employees in order to upgrade the quality of Alberta's workforce. Daily training allowances are available to private sector employers who offer job training and skill development to their employees in medium and high skill occupations. The Alberta Government will provide the employer a training allowance of \$25.00 per day for approved full-time training. In addition, instructional costs, up to \$500 per trainee may be reimbursed for hiring external instructors (maximum \$20/hour) or paying tuition fees (maximum 50% reimbursement).

Alberta Vocational Training - Skill Enhancement Program

The objective of the Alberta Vocational Training - Skill Enhancement Program is to provide additional training or re-training for unemployed Albertans who may already possess skills but may need skill updating and/or additional training to obtain employment. The program support position provides unemployed Albertans who are skilled in low demand occupations an opportunity to undertake academic upgrading, skill upgrading or training in designated occupations identified as being in demand either now or in the near future.

Alberta Youth Employment and Training Program

The Alberta Youth Employment & Training Program Alberta's youth with work experience and job-related training. The program has two elements. The Post-Secondary Internship & Training element aims to provide post-secondary graduates with jobs and training related to their education. The second element - Youth Work Experience and Training - is geared to providing work experience and training to 18-24 year old Albertans.

### Alberta Wage Subsidy Program

The purpose of the Wage Subsidy Program is to provide businesses and farms with a wage subsidy for new employees and for the retention of current employers who otherwise might be laid off. A subsidy of fifty percent of the wages of an employee, up to a maximum government contribution of \$2.50 per hour, is provided to approved employers who provide work experience and career development opportunities for unemployed Albertans on a full-time basis for a minimum of three months.

### Employment Alternatives Program (EAP)

The EAP provides wage subsidies and a training allowance to provide full-time jobs for social assistance recipients and individuals whose unemployment insurance benefits have run out within the last year. Private sector employers are eligible.

### Alberta Business and Community Development Program (ABCD)

The ABCD Program provides funding that supports business and community development. Projects must provide full-time employment for at least three persons. Funding priority is given to projects that have the greatest potential for job creation after the funding ends. Eligible employers include private sector employers, municipalities, nonprofit organizations and publicly funded organizations.

### Alberta International Marketing Employment Program

The Alberta International Marketing Employment Program provides salary subsidies and international travel grants to create full-time jobs and skill development opportunities in the field of international marketing and to enhance the development of Alberta's export operations. Eligible employers include those who wish to expand their current international marketing operations or who demonstrate the potential for establishing international export market activities.



## SECTOR SPECIFIC ASSISTANCE PROGRAMS & SERVICES

### AGRICULTURE (including Food Processing)

#### Alberta Agriculture Development Corporation

The Alberta Agriculture Development Corporation (ADC) is a crown corporation that is involved in both direct lending programs and loan guarantee programs to Alberta farmers and agribusinesses. The Corporation acts as a primary lender to beginning farmers, providing loans at preferred interest rates. AADC also acts as a leader of last resort for agri-business. CONTACT: Alberta Agriculture Development Corporation; Camrose (403) 679-1311.

#### Canada/Alberta Subsidiary Agreement on Agricultural Processing and Marketing

The Canada/Alberta Subsidiary Agreement on Agricultural Processing and Marketing is a five year initiative which provides developmental assistance to the agricultural processing industry in Alberta. The Governments of Canada and Alberta have agreed to provide \$50 million to this initiative which extends to September 30, 1990. The agreement offers assistance to the private sector under two programs: The Capital Assistance Program, which encourages investment in the establishment, expansion and modernization of processing operations, and testing and research facilities; and Non-Capital Assistance Program, which is available to help processors undertake feasibility studies or research and development projects that are eligible under Capital Assistance. CONTACT: Executive Director, Rural Development, Alberta Agriculture, (403) 427-4287.

#### Farming for the Future Program

Farming for the Future is an agricultural research program supported by the Alberta Heritage Savings Trust Fund and administered by the Farming for the Future Council. It funds a wide range of research and demonstration activities, that may relate to any aspect of agricultural production and food processing. The program provides financial assistance under two elements: the Research Program supports basic and applied agricultural experimentation and the On-Farm Demonstration Program expedites the transfer of research findings from the laboratory to the farming community. Current expenditures are approximately \$5 million annually. CONTACT: Research Division, Alberta Agriculture, (403) 427-1956.

#### Food Processing Development Centre

The Food Processing Development Centre helps Alberta food processors in the development and packaging of new products and the application of new processes. The Centre provides an information service that assists in the acquisition, interpretation and adaptation of scientific or technical literature to resolve specific problems. Product development laboratories at the Centre have facilities for product formulation, ingredient assessment and



and sensory evaluation of food products. Pilot plant equipment is capable of simulating industrial production and can also produce products for test market purposes. The Centre also provides an in-plant consulting service on production problems or new product or packaging technology. CONTACT: Food Processing Development Centre, Alberta Agriculture, Leduc (403) 986-4793.

#### Food Laboratory

The Food Laboratory located in Edmonton provides laboratory services to assist in ensuring the quality, safety and nutritional values of Alberta products. The laboratory provides microbiological, chemical and organoleptic evaluations, and related consulting services to all sectors of Alberta's food industry, hospitals and government agencies concerned with food production, processing, quality, inspection, transportation, export and retail trade. CONTACT: Food Laboratory Branch, Alberta Agriculture (403) 435-9450.

#### Alberta Market Development Assistance Program

The Alberta Market Development Assistance Program is aimed at enhancing the export potential of Alberta companies involved in agricultural production, processing, marketing or consulting. Eligible companies can receive financial assistance to cover a portion of the costs incurred for market identification trips, out of province trade fairs and exhibitions, incoming buyer visits, outgoing sales trips and market feasibility studies. The program has been established by Alberta Agriculture to supplement the Federal Program for Export Market Development (PEMD). CONTACT: Market Development Division, Alberta Agriculture, (403) 427-4241.

#### Agri-Food and Processing Development Program

The Agri-Food and Processing Development Program is available to individuals or businesses engaged in processing and marketing food or feed products or considering the establishment of such operations within Alberta. It provides financial assistance for developmental projects on a 50-50 cost sharing basis in the form of grants payable at the conclusion of an approved project. They cover product, process and technology development, packaging development, promotional material development, support for feasibility studies and management or marketing education. CONTACT: Agri-Food and Processing Development Branch, Alberta Agriculture, (403) 427-7325.

### CONSTRUCTION & ENGINEERING

#### Centre for Frontier Engineering Research

The Centre for Frontier Engineering Research (CFER) at the University of Alberta is an incorporated, non-profit organization focusing on research related to materials, design and construction resource development. In addition to its own on-going research program, CFER enhances the research efforts of industry in looking for ways to increase productivity in frontier development. CFER is also available for carrying out appropriate contract research. CFER's membership includes consulting companies, energy companies, petroleum service companies, steel producers and fabricators, universities and government. CONTACT: President, (CFER) (403) 432-5108.

## ENERGY

### Alberta Oil Sands Technology and Research Authority

The Alberta Oilsands Technology and Research Authority (AOSTRA) is a provincial crown corporation that was established in 1974. AOSTRA's mandate is to promote research and development of technology that would lead to the efficient and economic recovery and processing of crude bitumen and other oilsands products from the oilsands deposits. AOSTRA's involvement in technological development ranges from academic and institutional research to the support of large scale field pilots and demonstration units in cooperation with industry. AOSTRA is supported by the Alberta Heritage Savings Trust Fund, which has invested more than \$350 million in the crown corporation. CONTACT: Chief Executive Officer, AOSTRA (403) 427-7623.

### Coal Research Centre

The Coal Research Centre is a \$22 million facility that was established in Devon in 1984 by the Alberta/Canada Energy Resources Research Fund, a joint federal/provincial program administered by Alberta Energy. The Centre conducts studies ranging from improving conventional coal cleaning methods to frontier research on converting coal to synthetic fuels such as oil and gas. The coal research programs of the Alberta Research Council, the Canada Centre for Mineral and Energy Technology (Canmet), and the Coal Mining Research Company are conducted at this facility. CONTACT: Head, Coal Research Department, Alberta Research Council (403) 987-8118.

### Royalty Relief for Enhanced Oil Recovery Program

This program is designed to offset the costs and risks associated with enhanced oil recovery (EOR) processes. These processes use advanced technology to recover more oil from a pool than is possible with conventional techniques. A producer is allowed to deduct approved costs from revenues before calculating royalties. CONTACT: Director, Petroleum Royalties, Alberta Energy, (403) 427-6586.

### Alberta Royalty Tax Credit (ARTC)

Alberta Royalty Tax Credit (ARTC) is a selective Crown royalty reduction aimed at stimulating exploration and development by providing small producers with additional cash flow. The credit is calculated as a percentage of Crown royalties payable, to an annual company maximum. As of January 1988, the ARTC is 75 per cent of royalties payable with a maximum credit of \$3-million per year.

### Crude Oil Royalty Holiday Program

Crude Oil Royalty Holiday Program is intended to encourage exploration for new pools of conventional oil reserves. Deepened wells or new wells, drilled outside of October 1, 1986, pool boundaries and successfully establishing new conventional reserves, are eligible for royalty

holidays. Eligible wells currently receive a royalty holiday of 36 production months. The length of the holiday will be reduced to 12 months on November 1, 1988, before the program expires on October 31, 1989.

#### Coal Research and Technology Program

Coal Research and Technology Program provides funding through the Alberta/Canada Energy Resources Research Fund (A/CERRF) to private industry for projects that will enhance the competitiveness of Alberta coals on international markets, will minimize the environmental impact from the production or use of coal in Alberta or will result in new uses for Alberta coals. The private sector is encouraged to identify and manage appropriate projects and is expected to partially fund the work. Funding is also available for coal research projects which place Canadian coal technology as a world leader. CONTACT: Alberta Energy Information Centre (403) 427-3590.

### FORESTRY

#### Canada-Alberta Forest Resource Development Agreement

The Canada/Alberta Forest Resource Development Agreement provides assistance through contractual arrangements to eligible companies to increase forest productivity in Alberta, to promote efficient utilization of forest resources or to increase economic diversity and employment opportunities in forestry.

Under the terms of the Agreement \$23 million has been committed between June 1984 and March 1990. The Agreement seeks to encourage industry to further improve forest management practices, to develop cost competitive methods and products for the utilization of hardwoods and to raise public awareness of forestry issues. These activities will include a strong emphasis on applied research and development and related technology transfer. The agreement is jointly administered by the Alberta Forestry, Lands and Wildlife and the Canadian Forestry Service. CONTACT: Manager, Forest Products Research and Development Branch, Alberta Forestry, Lands, and Wildlife, (403) 422-7011

#### Forest Industry Development Program (FID)

Forest Industry Development Program (FID) has the mandate to promote the modernization, expansion and diversification of the forest products industry. FID acts as an advocate for industry initiatives with other government departments and agencies and works to remove impediments to investment in forestry projects. FID also coordinates investment interest in recreation and other nonforest resource opportunities. Eligibility for this program depends on the economic viability of a project. CONTACT: Forestry Industry Development Division, Alberta Forestry, Lands and Wildlife (403) 422-7011.



## MEDICAL RESEARCH

### Alberta Heritage Foundation for Medical Research

The Alberta Heritage Foundation for Medical Research contributes over \$40 million a year to support medical research. Largely because of AHFMR, Alberta contributes more money per capita to medical research than any other state or province in the world.

Over 140 senior scientists have been recruited from Alberta, Canada and around the world to build basic and clinical research programs in many disciplines such as genetics, biochemistry, immunology, neurology and cell biology. Special programs for physicians' research training and for technology transfer encourage the transfer of new knowledge from the lab to patient care.

Since AHFMR was established in 1979 with an endowment of \$300 million from the Alberta Government, AHFMR scientists have developed new technology and innovative health care products. Some of these discoveries have become the basis of a growing number of Alberta companies which produce and market products internationally for the research and health care industries. In several cases technology based on AHFMR-funded science has attracted extensive funding from multinational pharmaceutical and biotechnology companies.

## MOTION PICTURE INDUSTRY

### The Alberta Motion Picture Development Corporation (AMPDC)

The Alberta Motion Picture Development Corporation (AMPDC) was established by the Alberta Government in 1981 to stimulate the growth of the Film and Video Production Industry in Alberta by making loans or guaranteeing loans to qualified producers. The AMPDC is authorized to make loans or loan guarantees of up to 60 percent of the total funds required for the pre-production stage of a motion picture. The AMPDC has its offices in Edmonton and is funded by a \$3 million endowment grant from Alberta Economic Development and Trade. CONTACT: President, AMPDC (403) 424-8855.



## SCIENCE AND TECHNOLOGY

### Alberta Research Council

The Alberta Research Council (ARC) is a Crown Corporation dedicated to promoting economic development in Alberta through science and technology. ARC provides a full range of services: pure and applied research; analytical laboratories; and industrial engineering problem-solving. ARC has identified six major areas of activity including Industrial and Engineering Research, Advanced Technologies, Applied Sciences, Oil Sands, Coal and Natural Resources. One of the Council's highest priorities is to work closely with industry to provide businesses with the research capability required but not available in the private sector. CONTACT: Alberta Research Council, (403) 450-5111.

### Alberta Research Council Biotechnology Pilot Plant

The Alberta Research Council Biotechnology Pilot Plant was established in 1985 to carry out biotechnology research and to assist industrial clients in the commercialization of their biotechnology processes through the scale-up of laboratory research production. The services which this plant can offer to industry will be greatly expanded with the completion of a 15,000 litre toll fermentation facility that is currently under construction at an estimated cost of \$2.6 million. This 15,000 litre fermentor will be the only facility of its kind in Canada and the third in North America. It will give Alberta's biotechnology companies a competitive advantage in the production and entry of new products into world markets and will attract international business to the province. The biotechnology pilot plant and the new toll facility which are located at the Alberta Research Council's headquarters in Edmonton will enable the Council to provide a complete range of service to clients from the discovery of new products to large scale production. CONTACT: Head, Biotechnology Department, Alberta Research Council, (403) 439-5304.

### Alberta Laser Institute

Located at the University of Alberta, the Institute encourages and assists Alberta industry with the development and implementation of laser systems that will provide more cost effective production technology. The Institute concentrates its research in the areas of automated manufacturing and robotics, materials handling and manipulation, and microelectronics chip contracts with industry to assist in the transfer of new technology. It is the first centre of its kind in Canada that is oriented towards the industrial application of laser technology. The Alberta Government is providing \$5 million in funding assistance over five years commencing in 1985. CONTACT: President, Alberta Laser Institute (403) 432-3333.

## The Alberta Microelectronics Centre

The Alberta Microelectronic Centre is a non-profit organization that acts as a focal point for new microelectronic technology, offering a variety of education, training, consulting, and research services to Alberta business and industry. This initially federally funded and provincially supported Centre is located at the University of Alberta with additional research facilities at the University of Calgary. Research activities include integrated circuit design, CAD software development, device physics, integrated sensor research, and integrated circuit prototyping. CONTACT: General Manager, Alberta Microelectronics Centre (403) 432-3914.

## Microchip Design and Fabrication Facilities

In 1985, the Alberta Government committed \$13.9 million to the Alberta Microelectronic Centre over a three year period to assist in its expansion which involved the establishment of microchip design and fabrication facilities. The Alberta Microelectronic Centre's Calgary Design and Engineering Application Facility was officially opened on September 19, 1986. The Calgary design facility was established to design and prototype custom microchips for industry and research projects significant to the electronics industry.

The Alberta Microelectronic Centre's Edmonton Fabrication Facility was officially opened on December 15, 1986. The fabrication facility, located in the Newton Research Building on the University of Alberta campus, will manufacture custom-designed silicon chips and will complement the work of the Calgary Design and Engineering Application Facility. The two facilities are designed to provide assistance to companies involved in microelectronics and contribute to the growth of the electronics industry in Alberta. CONTACT: Manager, Alberta Microelectronics Centre (403) 432-3914, in Edmonton; or 289-2043, in Calgary.

## Electronics Industry Information Centre

The Electronics Industry Information Centre (EIIC) was established by the Alberta Government in April 1985. The development of electronics products is directly linked to the availability of technical information. As not all companies have the necessary means to access that information, development of new products and new ideas is sometimes delayed or impeded. The EIIC creates a computerized network linked to an information bank, from which Alberta manufacturers can access the most up-to-date technical and design information available. The Government of Alberta is contributing approximately \$1.6 million to the Centre which will be based out of the Alberta Research Council offices in Calgary. CONTACT: Data Manager, Alberta Research Council (403) 297-2613.

### Electronics Test Centre

The Electronics Test Centre (ETC) is a facility that provides evaluation and research support to the electronics industry. The Centre provides rigorous product tests and evaluations in the area of telecommunications, medical electronics, data processing, office automation, and process instrumentation. ETC can verify product and design conformance with regard to product safety including comprehensive certification testing to CSA, UL and other safety standards. ETC can also act as agent on behalf of a manufacturer to obtain product approvals. The Test Centre is sponsored by the Alberta Research Council (ARC) and is located at ARC facilities in Edmonton. It is funded in part by a \$6.2 million capital grant from the Alberta Heritage Savings Trust Fund. CONTACT: General Manager, Electronics Test Centre (403) 450-5361.

### Alberta Telecommunications Research Centre

The Alberta Telecommunications Research Centre (ATRC) focuses on research in optical communications with emphasis on fibre optics and computer-aided design of microelectronic products and services. Over a five year period beginning in 1986, the Government of Alberta has committed \$3.56 million to funding the Centre's operations; the University of Alberta will contribute about \$1 million; and Bell Northern Research Ltd. will provide \$3.5 million. The ATRC encourages the participation of industry to share in the benefits of pooled research and development relating to the telecommunications field. ATRC research facilities are located in the Edmonton Research and Development Park. CONTACT: President, ATRC, (403) 461-3830.

### Supercomputer Project

The Supercomputer Project located at the University of Calgary, is a joint venture involving Alberta Technology, Research and Telecommunications, the University of Calgary and industry. The objective of the project is to encourage research and training in vector computing technology; to develop state-of-the-art supercomputer application software; to provide a research facility for Canadian universities; and to attract world class academic and industrial research to Alberta. The Alberta Government has prepaid \$10 million of computer time to be allocated to industry and the universities for R & D projects over a five year period that began in 1985. CONTACT: Vice President - Research, University of Calgary, (403) 220-5465.

### Alta-Can Telecom Inc.

Alta-Can Telecom Inc., was established in 1982 as a venture capital subsidiary of Alberta Government Telephones with an initial capitalization of \$10 million. The company invests in private sector ventures in the fields of microelectronics and telecommunications. CONTACT: Alta-Can Telecom Inc., (403) 231-8535.



### Spurt Investment Fund 1

Spurt Investment Fund 1, which was established in October 1985 with an initial capitalization of \$3 million, is the first venture capital fund in Canada designed solely to make equity investments in seed and early-stage technology enterprises. Spurt 1 investments are made only in Alberta high technology firms with the typical equity capital being in the range of \$75,000 to \$250,000.

In addition to seed capital, Spurt 1 also provides financial, management, engineering and marketing resources. Spurt Investment Fund 1 is a limited partnership of ten organizations representing both the private and public sectors with Alta-Can Telecom Inc. being the managing and General Partner of the Fund. In January of 1987, the Alberta Government announced its direct participation in the Fund with an investment of \$500,000 during the 1986/87 fiscal year with the provision for additional funding of \$500,000 for three successive years. CONTACT: Vice President, Alta-Can Telecom Inc., (403) 231-8269.

### Technology Commercialization Program

Technology Commercialization Program supports the development of Alberta high technology ventures in priority areas such as electronics, biotechnology, computers and software, telecommunications and advanced materials. The program provides funding to a maximum of 50 per cent of eligible project costs with government support normally in the form of conditional grants to a maximum of \$100,000. Assistance is available for projects which demonstrate and assist innovation in technology-intensive fields such as prototype development, feasibility studies, market studies and protection of intellectual property. CONTACT: Alberta Technology, Research and Telecommunications, (403) 422-0561.

### Alberta Centre for Machine Intelligence and Robotics (ACMIR)

Alberta Centre for Machine Intelligence and Robotics (ACMIR) assists in the transfer of artificial intelligence techniques to industry and in expanding research into areas that may lead to future industrial applications. The centre is currently exploring industrial applications of computer vision, intelligence systems, robotics and integrated manufacturing techniques. CONTACT: ACMIR, (403) 432-5360.

### First Purchase Program

First Purchase Program was created to strengthen the existing Alberta goods and services policy and actively promote the utilization of products and processes produced by competitive Alberta firms by all levels of the public sector. The program assists companies in establishing a proven track record in the advanced technology marketplace, by providing first purchase advantage prior to national and international exposure of high technology products and processes. CONTACT: Alberta Technology Research and Telecommunications (403) 422-0561.



### Biotechnology Pilot Plant

Biotechnology Pilot Plant assists industrial clients in biotechnology research and commercialization of biotechnology processes through the scale-up of laboratory research production. The biotechnology pilot plant offers clients a comprehensive range of capabilities on a contract basis, including advanced computerized equipment and processes, a pool of scientific and technical expertise and a range of fermentation capacities up to 15,000 litres. CONTACT: Biotechnology Pilot Plant, (403) 450-5305.

### Edmonton Multi-Tenant Advanced Technology Facility

Edmonton Multi-Tenant Advanced Technology Facility was designed and built specifically to house and support early-stage advanced technology companies. The centre provides a comprehensive program of business support to its entrepreneurial tenants, including flexible and cost-efficient office space, shared office services, professional business consulting services and information and referral services. A similar facility is under development in Calgary. CONTACT: Multi-Tenant Advanced Technology Facility (403) 428-9431 (Edmonton), (403) 295-1011 (Calgary).

## TOURISM

### Canada/Alberta Subsidiary Agreement on Tourism Development

This is a five year cost-shared \$56.3 million agreement between the Government of Canada and the Government of Alberta. Taking effect on November 13, 1985, the tourism Sub-Agreement recognized the economic importance of Alberta's tourism industry by providing financial assistance to the private sector and tourism-oriented organizations for new initiatives in the areas of development, marketing, training and research. The end result of this assistance will be the undertaking of a variety of development projects and initiatives that will enhance or contribute to Alberta's positioning as a national and international tourism destination. CONTACT: Director, Canada/Alberta Tourism Agreement, (403) 422-0312.

### Business Services Unit

Business Services Unit provides consultative services to tourism entrepreneurs. The unit offers a "one window" approach to investor/developer counselling, with the primary objective of enhancing the financial solvency and attractiveness of active and proposed tourism businesses. CONTACT: Business Services Branch, Alberta Tourism (403) 427-4324.

### Business Counselling Program

Business Counselling Program offers counselling to new and prospective tourism operators. Counselling relates to areas such as locations, market analysis, economic feasibility, development permit regulations and other planning and policy components. CONTACT: Business Services Branch, Alberta Tourism (403) 427-4324.

### Service Industry Training Seminars

Service Industry Training Seminars provide tourism-related training to all businesses, groups and organizations involved in the province's tourism and hospitality sector. From customer relations for management and staff to suggestive selling and zone travel counselling for key front-line employees, the seminars are designed to promote professionalism and quality of service, as well as motivate individuals and inform them about tourism's many economic and cultural benefits. CONTACT: Business Services Branch, Alberta Tourism (403) 427-4324.

### Team Tourism Marketing Program

Team Tourism Marketing Program is a joint government/private sector marketing program designed to help industry market tourism destinations on a regional basis. The program encourages co-operative marketing efforts between private sector operators and Alberta's 14 tourism zones. The government will provide shared assistance (50 per cent provincial, 50 per cent local) with total government contributions of \$20 millions over five years ending in 1983. CONTACT: Business Services Branch, Alberta Tourism (403) 427-4324.

MUNICIPAL GOVERNMENT  
PROGRAMS AND SERVICES

Numerous municipal programs and services are available in Alberta. In order to learn more about these programs and services, please contact the city economic development officers directly.

A list of city economic development officers follows. For a complete listing of town economic development officers please refer to the Directory of Economic Developers in Alberta (see bibliography).

CALGARY

Mr. B.A. McDonald  
Executive Director,  
CALGARY ECONOMIC DEVELOPMENT  
AUTHORITY  
P.O. Box 2100, Stn. M  
CALGARY, AB T2P 2M5  
403 - 268 - 2771

CALGARY

Mr. W.D. Croft  
President,  
CALGARY RESEARCH & DEVELOPMENT  
AUTHORITY  
Suite 140  
6815-8 St. N.E.  
CALGARY, AB T2E 7H7  
403 - 295 - 1011

EDMONTON

Mr. William F. Allcock  
General Manager  
EDMONTON ECONOMIC DEVELOPMENT  
AUTHORITY  
#108, 9797 Jasper Avenue  
EDMONTON, AB T5J 1N9  
403 - 424 - 7870

EDMONTON

Mr. Glenn A. Mitchell  
General Manager  
EDMONTON RESEARCH PARK  
203 Advanced Technology Centre  
9650 - 20 Avenue  
Edmonton, AB T6N 1G1  
403 - 462-2121

AIRDRIE

Mr. Peter Cartwright  
Economic Development Officer  
CITY OF AIRDRIE  
P.O. Box 3400  
AIRDRIE, AB T4B 2B6  
403 - 948 - 5907

CAMROSE

Mr. D. Twomey  
Economic Development  
Coordinator  
CITY OF CAMROSE  
5204 - 50 Ave.  
CAMROSE, AB T4V 0S8  
403 - 672 - 4426

## DRUMHELLER

Mr. Laurie Reiffenstein  
Economic Development Officer  
DRUMHELLER REGINAL BUSINESS  
CENTRE DEVELOPMENT CORP.  
Box 999  
DRUMHELLER, AB T0J 0Y0  
403 - 823 - 8100

## FORT MCMURRAY

Mr. Terry Langis  
Economic Development Officer  
CITY OF FORT MCMURRAY  
9909 Franklin Avenue  
FORT MCMURRAY, AB T9H 2K4  
403 - 743 - 7883

## FORT SASKATCHEWAN

Mr. Gary L. Hudson  
Manager, Planning &  
Development Services  
CITY OF FORT SASKATCHEWAN  
10005 - 102 St  
FORT SASKATCHEWAN, AB T8L 2C5.  
403 - 998 - 2266

## GRANDE PRAIRIE

Greg Varricchio  
Administrator of Planning  
& Development Department  
City Hall  
9902 - 102 Street  
GRANDE PRAIRIE, AB T8V 2P5  
403 - 539-8921  
403 - 539 - 3410

## LEDUC

Mr. John Barnard  
Director  
LEDUC-NISKU ECONOMIC DEVELOPMENT  
AUTHORITY  
Suite 218B, 5904-50 St.  
LEDUC, AB T9E 6J3  
403 - 986 - 9538

## LETHBRIDGE

Ms. Helen Henderson  
Director, Economic  
Development  
CITY OF LETHBRIDGE  
City Hall, 910-4 Ave South  
LETHBRIDGE, AB T1J 0P6  
403 - 320 - 3910

## LLOYDMINSTER

Mr. Peter Vana  
Director, Planning & Development  
CITY OF LLOYDMINSTER  
5011 - 49 Avenue  
LLOYDMINSTER, AB/SASK. S9V 0T8  
403 - 825 - 6184

## MEDICINE HAT

Mr. D.A. Cormier  
Manager, Economic  
Development Department  
CITY OF MEDICINE HAT  
City Hall, 580-1st. SE  
MEDICINE HAT, AB T1A 8E6  
403 - 529 - 8353



## RED DEER

Mr. Alan Scott  
Manager, Economic Development  
CITY OF RED DEER  
P.O. Box 5008  
RED DEER, AB T4N 3T4  
403 - 342 - 8106

## SPRUCE GROVE

Mr. Gordon McIntosh  
Director of Corporate  
Services  
CITY OF SPRUCE GROVE  
410 King Street  
SPRUCE GROVE, AB T7X 2Z1  
403 - 962 - 2611

## ST. ALBERT

Mr. Bruce Randall  
Economic Development Officer  
CITY OF ST. ALBERT  
5 St. Anne Street  
ST. ALBERT, AB T8N 3Z9  
403 - 459 - 1631

## WETASKIWIN

Mr. John Van Doesburg  
Economic Development  
Coordinator  
CITY OF WETASKIWIN  
Box 6266  
WETASKIWIN, AB T9A 2E9  
403 - 352 - 3344

### Edmonton Research and Development Park

The Edmonton Research and Development Park, located in Alberta's capital city, offers an outstanding environment for the pursuit of advanced technology activity.

The Park is strategically situated in South Edmonton, less than a kilometre (.6 mile) from the province's main north-south highway and a 10 minute drive from the Edmonton International Airport. The University of Alberta and the city's central business district are each less than 20 minutes away by car.

The 130 hectare (320 acre) research and technology community, comprising the Research Park and the adjacent headquarters and laboratories of the Alberta Research Council, is home to ten organizations employing over 700 scientists, engineers, technicians and support staff. The Park can accommodate the needs of advanced technology industry through the sale of fully-developed properties, long-term land leases and space rental in customized, multitenant research buildings. Project financing is also available in some circumstances. (Edmonton Research & Development Park Authority, 203 Advanced Technology Centre, 9650 - 20 Ave., Edmonton, Alberta T6N 1G1 (403) 462-2121.

### Calgary Research and Development Park

The Calgary Research and Development Park is a quality concept, providing a unique research and working environment for research and technology oriented activities and for high technology manufacturing related to on-site research and development. The Park has 1,066 hectares available for development. All operations locating in the Park must be research or technology oriented.

Product manufacture or assembly is limited to prototype development, or to the manufacture of high technology products that are clearly related to the on-site research and development activities. No tenant exclusively engaged in manufacturing or assembly is permitted to occupy space in the Park.

Calgary is also home of the University Research Park located near the University of Calgary. This 105 acre park houses the research facilities of Shell Canada Resources Ltd., Petro-Canada, the Canadian Energy Research Institute, the Institute of Sedimentary and Petroleum Geology, the Computer Modelling Group, the Petroleum Recovery Institute, the Vocational and Rehabilitation Research Institute, the Alberta Research Council and Core Laboratories Canada Ltd. (Calgary Research and Development Authority, Suite 140, 6815 - 8 St. N.E., Calgary, Alberta T2E 7H7 (403) 245-1011.

ROLES OF SELECTED  
ALBERTA GOVERNMENT  
DEPARTMENTS AND AGENCIES

The following departments of the Alberta Government may provide valuable assistance in your business decisions:

a) Department of Economic Development and Trade

The mission of Alberta Economic Development and Trade is to provide leadership in the coordination, development and implementation of the provincial government's economic development and diversification strategy so that the short and long-term economic well-being of Albertans will be improved. This will be accomplished by working with departments of the Government of Alberta, the Alberta business community, foreign buyers and investors, and with other governments and associations.

Edmonton:                      Alberta Economic Development and Trade  
                                        Sterling Place  
                                        9940 - 106 Street  
                                        Edmonton, Alberta  
                                        T5K 2P6   Phone: 422-5540

Calgary:                         Alberta Economic Development and Trade  
                                        Calgary Office  
                                        5th Floor  
                                        999 - 8 Street S.W..  
                                        Calgary, Alberta  
                                        T2R 1J5   Phone: 297-6284

Small Business and Industry Development Division

The Small Business and Industry Development Division exists to encourage business development in Alberta by developing and implementing policies and programs that will assist existing Alberta businesses to develop and grow and encourage new businesses and industries to establish in Alberta. This will be accomplished by working with business, industry, business related organizations and Alberta communities as well as other divisions, departments and governments.

Contacts: Executive Director  
                 Industry Development Branch  
                 Phone: 427-2005

                 Executive Director  
                 Regional Business Development Branch  
                 Phone: 427-3685

Executive Director  
Business Finance Development Branch  
Phone: 427-0667

General Manager  
Calgary Office  
Phone: 297-6284

#### Trade and Investment Development Division

The Trade and Investment Development Division exists to enhance the economic growth and further diversification of the Alberta economy by assisting the private sector to participate more effectively in expanding exports and attracting investment. This will be accomplished by working with Alberta-based businesses, business-related organizations, post secondary institutions, other divisions and Alberta government departments as well as businesses from outside Alberta and other governments.

Contacts: Managing Director  
Canada and The Americas Branch  
Phone: 427-4809

Managing Director  
Investment Promotion Branch  
Phone: 427-2005

Managing Director  
International Trade Branch  
Phone: 427-4809

Director  
Trade Shows Branch  
Phone: 427-4809

Director  
Marketing & International Finance Branch  
Phone: 427-4809

#### Policy and Planning Division

The Policy and Planning Division provides policy analysis, development and coordination in the areas of business development, investment, trade, diversification, and transportation issues. The Division also provides planning, project and program support toward the development of an effective transportation system for Alberta companies to compete in export markets. The above will be accomplished by working with cabinet committees, other divisions, departments, governments, the private sector and the general public with the objective of improving the short and long term economic well being of Albertans.



Contacts: Chairman  
Futures Compendium  
Phone: 427-0665

Executive Director  
Transportation Services Branch  
Phone: 427-5232

Executive Director  
Policy Development & Coordination Branch  
Phone: 427-3627

b) Department of Energy

The Department has the responsibility for administration of the Crown's energy resources and for the management and development of these and freehold resources. Energy applies sound management practices to encourage participation by the private sector in the development of the resources and to optimize the royalty revenue for the province. The Department has three major divisions: mineral resources, policy analysis and planning, and scientific and engineering services. (9915-108 Street, Edmonton, Alberta T5K 2L9 (403) 427-3590).

Alberta Energy Resources Conservation Board

Under the Statutes of Alberta, the Energy Resources Conservation Board is charged with certain energy resource and environmental management functions with regard to oil, gas, oilsands, pipelines, electrical energy and coal. The Board is also responsible for the preservation and effective use of certain of Alberta's energy resources.

Under the Oil & Gas Conservation Act, the Board, with the approval of the Lieutenant Governor in Council (ie. Cabinet), may grant an Industrial Development Permit for the use of gas, methane, ethane, propane, butanes, pentanes plus, condensate, crude oil, crude bitumen, or synthetic crude oil, or any primary derivative of them or any of them as a raw material or fuel in an industrial or manufacturing operation. Permits are not required where the total quantity of energy in the energy resource used in any year as raw material and fuel does not exceed one trillion British thermal units ( $1.1 \times 10^{14}$  joules). A similar provision exists in the Coal Conservation Act regarding the use of coal or a coal product as a raw material, reductant, or fuel in an industrial or manufacturing operation. (640 - 5th Avenue SW, Calgary, Alberta T2P 3G4 (403) 297-8311).

c) Department of Environment

The Department of Alberta Environment was established in 1971 and was the first of its kind in North America.

Since its inception, the Department continues to be a forerunner in environmental practices ranging from its solid water management principles to its innovative solutions of managing hazardous waste.

The Department has made a transition in its mandate, moving away from its previous balancing role and progressing towards a more stringent approach to sound environmental protection and management of Alberta resources.

When re-defining its mission, the department has instigated several key initiatives reflecting this changing role as it pertains to policies, programs, services and administrative procedure of departments and agencies in matters regarding the environment.

One of the most significant initiatives launched by the department was the appointment of a review panel to undertake a comprehensive look at environmental law enforcement in Alberta. The panel's purpose was to strengthen and improve the enforcement of Alberta's Environmental Statutes, and make further recommendations. Implementation of these recommendations have already commenced in order to increase the department's efficiency and effectiveness.

The Industry Development Division of Alberta Economic Development and Trade, works closely with Alberta Environment and will introduce companies to this department.

Major environmental guidelines for petro-chemical projects are published by Alberta Environment in conjunction with the Energy Resources Conservation Board under the Industrial Development Permit Application Guidelines. These guidelines detail the amount of information that must be provided to the Department of Environment regarding the environmental impact of the proposed projects (Standards and Approvals Division, 4th Floor, Oxbridge Place, 9820 - 106 Street, Edmonton, Alberta T5K 2J6 (403) 427-6267).

d) Department of Forestry, Lands and Wildlife

The new Department of Forestry's primary function is to expand Alberta's forest sector. Greater use of hardwood resources and expansion of the pulp and paper industry will be emphasized by encouraging new major projects and research initiatives. Assistance will be provided to modernize existing sawmill and panelboard plants. New technologies, transportation improvements, and marketing assistance will be made available to help small-scale forestry producers. The new Department will also continue its high priority on the proper planning and management of our lands, fish, and wildlife resources. (9915 - 108 Street, Edmonton, Alberta T5K 2C9 (403) 427-3542).

e) Department of Technology, Research and Telecommunications

The responsibility of this new Department is to lead in promoting diversification of the province, especially by focussing on advanced technologies generally, and information and communications particularly. The Department also promotes Alberta as a national and international centre for research on, and the commercial application of, advanced technologies.

Finally, the Department is also responsible for ensuring that all Albertans are served by high quality, reliable and affordable communications systems and information services, and to actively support the development of intellectually and technologically advanced communication systems and information services in Alberta. (12th Floor, Pacific Plaza, 10909 Jasper Avenue, Edmonton, Alberta T5J 3M7 (403) 422-0561).

f) Department of Tourism

Primary activities of the Department of Tourism involve developing Alberta as a major year-round travel destination area; marketing the province as a world class vacation spot; and fostering investment opportunities for the private sector. Alberta Tourism has an important and supportive relationship with the tourism industry, providing everything from financial assistance to marketing support and business counselling. The department works closely with the Travel Industry Association of Alberta (TIAALTA), (403) 250-2760, which represents Alberta's private sector tourism operators.

Alberta Tourism markets the province of Alberta as a leisure and business travel destination. The Marketing Division addresses the needs of consumer, travel trade and business travel markets through the support of cooperatives, advertising campaigns, travel shows and special promotions.

The Development Division supports many organizations and businesses in the planning, development, upgrading and expansion of tourism facilities. Among its support services are a full range of consulting services and programs including tourism planning, community tourism development and major resort development.

The Business Services Branch of Alberta Tourism works directly with the private sector to promote investment opportunities in the Alberta tourism industry. It serves as a "business catalyst", giving entrepreneurs a "one-window" approach to pursuing new tourism ventures and improving the profitability of existing business operators. The Branch serves a vital role in expediting the investment financing and development process.

Department of Tourism  
18th Floor, 10025 Jasper Avenue  
Edmonton, Alberta  
T5J 3Z3  
Ph: Marketing 422-0483  
Development 427-2597  
Business Services 427-4324

g) Department of Agriculture

The Mission of the Department of Agriculture is to support the maintenance and further development of a viable agricultural and food economy in Alberta.

Marketing Services Division

The Marketing Services Division exists to show leadership in assisting and encouraging the maintenance and development of strong, competitive agriculture and food industries.

Contact: Director Marketing Services Division  
Alberta Agriculture  
7000 - 113 Street  
Edmonton, Alberta T6H 5T6  
Telephone: (403) 427-3166

Agri-Food and Processing Development Branch  
Alberta Agriculture  
7000 - 113 Street  
Edmonton, Alberta T6H 5T6  
Telephone: (403) 427-7325

Market Development Division

The Market Development Division exists to assist Alberta agri-food industries to identify, create and take advantage of domestic and international market opportunities.

Contact: Director, Marketing Development Division  
Alberta Agriculture  
7000 - 113 Street  
Edmonton, Alberta T6H 5T6  
Telephone: (403) 427-4241



## ALBERTA'S FOREIGN OFFICES

Alberta's foreign offices are strategically located in London, New York, Tokyo, Hong Kong, Los Angeles and Houston. Staff in these offices work closely with the private sector and Alberta government departments in cooperation with Canadian government offices abroad to fulfill the following objectives:

- o to promote the sale of Alberta products and services in their respective regions;
- o to encourage and secure investment and, where appropriate, business immigration to contribute to the province's economic development and growth;
- o to provide information and advice on trends, developments and competitors to help shape trade and investment strategies;
- o to promote Alberta's natural beauty and attractive recreational facilities as a tourism destination;
- o to promote scientific, cultural and academic exchanges that stimulate new ideas and enhance the development of our own scientists, artists and teachers; and
- o to enhance the awareness and understanding of the province by developing a profile in the region.

### LOCATIONS

#### LONDON (United Kingdom and Europe)

Established in 1948, Alberta House in London was our first foreign office. It is responsible for pursuing Alberta's interests in continental Europe as well as the United Kingdom. While it has a broad focus, Alberta House concentrates on securing investment from the United Kingdom and Germany; on expanding our trade and joint venture opportunities in Europe; and on attracting European tourists to Alberta.

Alberta House  
#1 Mount Street  
London, England  
W1Y 5AA

Telex: 51-23461+  
Facsimile: 011-441-629-2296  
Telephone: 011-441-491-3430

## NEW YORK (United States)

The New York office, opened in 1982, is responsible for pursuing Alberta's interests in the United States in general, particularly in Washington and the mid-western and eastern states. Its primary emphasis is on monitoring political and economic developments in Washington, D.C. and assessing those issues which have an important impact on Alberta - for example oil and gas regulatory decisions, agricultural legislation and a number of specific trade irritants - and on securing investment from the United States by maintaining close ties with the New York financial community.

Alberta Government Office  
27th Floor, General Motors Building  
767 Fifth Avenue  
New York, New York 10153  
U.S.A.

Facsimile: (212) 758-3682  
Telephone: (212) 759-2222

## TOKYO (Japan, Korea)

Opened in 1969, the Tokyo office is responsible for Alberta's activities in Japan and Korea. The pursuit of trade and investment opportunities in energy, food and manufacturing sectors are key priorities. It also pursues investment and technology transfers and promotes tourism and cultural exchanges. It plays an important role in special relationships with the provinces of Hokkaido in Japan and Kangwon in Korea.

Alberta Government Office  
17th Floor, New Aoyama Building (West)  
1-1, Minamiaoyama 1-chome  
Minato-ku, Tokyo 107  
Japan

Telex: 72-28543+  
Facsimile: 011-81-3-470-3939  
Telephone: 011-81-3-475-1171

## HONG KONG (China, Hong Kong, Southeast Asia, Australia, New Zealand)

Established in 1980, Alberta's Hong Kong office has the important responsibility of promoting Alberta's interests in the People's Republic of China, as well as in southeast Asia, Australia and New Zealand. The office concentrates on increasing trade opportunities in the entire region, and on attracting investors and business immigrants, particularly from the Hong Kong area.

Alberta Government Office  
Rooms 1003-4, Admiralty Centre  
Tower Two, Harcourt Road  
Central Hong Kong

Telex: 802-61961  
Facsimile: 011-852-5-298-115  
Telephone: 011-852-5-284-729

#### LUS ANGELES (Western United States)

Alberta's second office was established in Los Angeles in 1964. The staff focus their activities on the western United States and direct their efforts toward trade, investment and joint venture opportunities in a wide variety of areas, particularly energy and high technology, and on promoting tourism from the region.

Alberta Government Office  
Suite 3535  
333 South Grand Avenue  
Los Angeles, California 90071  
U.S.A.

Facsimile: (213) 626-2107  
Telephone: (213) 625-1256

#### HOUSTON (Southcentral United States)

Opened in 1981, the Houston office is responsible for maintaining Alberta's presence in the southcentral states, and concentrates on the export of Alberta's products particularly its oil and gas equipment and services. Because many latin American countries maintain purchasing representatives in Houston, sales efforts are directed not only to the region but to offshore markets in Central and South America.

Alberta Government Office  
5444 Westheimer Road, Suite 1425  
Houston, Texas 77056  
U.S.A.

Facsimile: (713) 871-0349  
Telephone: (713) 871-1604

#### FOR MORE INFORMATION

For more information on Alberta's foreign offices please contact:

ALBERTA FEDERAL AND INTERGOVERNMENTAL AFFAIRS

International Division  
2200, 10025 Jasper Avenue  
Edmonton, Alberta  
T5J 1S6

Telex: 037-3300  
Facsimile: (403) 423-6654  
Telephone: (403) 427-6543

ALBERTA ECONOMIC DEVELOPMENT AND TRADE

12th Floor, Sterling Place  
9940 - 106 Street  
Edmonton, Alberta  
T5K 2P6

Telex: 037-2197  
Facsimile: (403) 427-0610  
Telephone: (403) 422-5540



## INVESTMENT OPPORTUNITIES IN ALBERTA

Expansion and diversification of the process and manufacturing industry in Alberta is actively encouraged. It is Alberta Government policy to encourage local processing of resources to obtain maximum employment and investment benefits from resource up-grading as a means to achieve the goal of further diversification.

Manufacturing volume has risen steadily over the past decade, particularly in sectors such as petroleum refining, chemical and chemical products, metal fabrication/machinery, food processing and beverage sectors where expansion has closely related to energy resources development, new construction and population growth in the Province. The foundation for further diversification of the Alberta industry has been established. Furthermore, Alberta is also at the centre of the growing Western Canadian market and is located favourably to supply the north-western United States markets.

Several process and manufacturing industry development opportunities are available for direct investment, joint venture and licensing arrangements in Alberta industry. Opportunities have been identified in the following areas.

### Conventional Crude Oil

Alberta's 1986 production of crude oil and equivalent amounted to 1.3 million barrels per day, 83 per cent of the country's oil production. About three quarters of this production is exported to other Canadian provinces and into the U.S. The balance is refined or consumed within Alberta.

Overall market prospects are excellent. The province's proximity to the large U.S. market ensures continued market growth. The free trade initiative between Canada and the United States confirms Canada's present policy in energy, which is based on world prices and essentially free markets within North America.

Alberta's extensive pipeline system covers more than 110,000 miles within the province, and is a vital factor in oil and natural gas prospects. Pipelines connect in all directions, supplying eastern Canada, part of British Columbia and a substantial part of the U.S.

### Enhanced Oil Recovery

Alberta is a world leader in enhanced oil recovery (EOR) - the use of highly complex techniques to improve recovery rates from partially depleted reservoirs. Water injection, commonly referred to as secondary recovery technology, is the most common EOR method and is common practice in the Alberta oil fields.

The Government of Alberta is committed to the development and implementation of EOR projects. The principal provincial EOR program essentially reduces current royalties payable in exchange for future royalties from the incremental production derived from the miscible flood. This is termed "4.2 Relief" after the section of the Petroleum Royalty Regulations on which it is based.

### Heavy Oil

Heavy oil is thick and viscous. A major project of heavy oil is asphalt used for highway paving, shingles and roofing tar.

Remaining established reserves of conventional heavy oil in Alberta contain an estimated 300 million barrels. Only a small percentage, however, is recoverable by primary methods. Thermal projects are in operation which use and develop new technology to recover heavy oil.

Most heavy oil is exported to the U.S. Midwest. With upgrading facilities to turn heavy oil into lighter conventional oil for refining, Alberta refineries would be assured of a compatible feedstock as conventional light crude oil supply declines. Industry and government interest in this aspect of energy development is increasing.

### Natural Gas

Alberta accounts for 86 percent of Canada's production of natural gas.

Approximately 75 percent of Alberta's natural gas production is exported to eastern Canada and the U.S. The balance is used in Alberta for heating, generation of electricity and as petrochemical feedstock.

Market prospects look especially promising. As Canadian natural gas exports have become deregulated, Alberta producers have been able to price competitively in the key markets of California and Midwest states such as Illinois and North Dakota.

Natural gas requires processing to separate various components, which can include ethane and other natural gas liquids, as well as methane, the natural gas used for most heating. Demand is on the upswing for natural gas liquids, used for a variety of purposes, including feedstock and dilution of crude oil in pipelines.

Sulphur, produced from the hydrogen sulphide removed from raw natural gas streams, is of growing importance. Alberta's sulphur is shipped world-wide and in 1986 accounted for about 45 percent of the world's sulphur trade. The 1986 average world price for sulphur was \$97/tonne; revenue to producers reached nearly \$670 million.

### Oil Sands

Oil sands development is progressing rapidly in terms of productivity, reliability and efficiency, both for surface mining and in situ extraction.

The drive to use new technology to reduce unit costs and improve reliability in surface mining is showing marked results. In 1987, Syncrude produced synthetic crude oil at a cost of \$11 per barrel, compared to \$19 per barrel in 1979. Recovery factors of up to 92 percent are being attained for surface mines. These facts are a tribute to Alberta's skill in the extraction of high-quality oil from sands.

The market for oil sands production is promising. Synthetic crude and bitumen output have risen rapidly over the last five years, with U.S. Midwest refiners taking the largest portion. Direct pipeline connections into Chicago position the province well to compete in this large market.

### Petrochemicals

Alberta already has a moderate sized petrochemical industry based on plentiful supplies of hydrocarbon resources. This industry is competitive in international markets and offers future investment opportunities for the manufacture of additional ethylene derivatives. These could be made from ethylene purchased from existing, announced and potential world scale crackers based on ethane or from captive facilities built in conjunction with derivative plants. Significant volumes of other natural gas liquids and refinery off-gases offer other upgrading opportunities.

Alberta's position as Canada's major source of natural gas and as the world's largest source of export sulphur has led to the development of a large fertilizer industry which serves most of western Canada and much of the U.S. northeast. These strengths, and markets are expected to continue to grow, will place Alberta in an increasingly advantageous position for fertilizer manufacture.

### Non-Commodity Chemicals

Western Canada's resource based economy coupled with the availability of products and by-products from Alberta's petrochemical industry suggest some attractive opportunities for non-commodity chemical manufacture. Surfactants based on ethylene oxide, products based on sulphur, agricultural chemicals, amines and styrene derivatives are examples of products that could benefit from the availability within Alberta of raw materials, skilled personnel and infrastructure that have developed as a consequence of Alberta's petrochemical, refinery and oil and gas industries. Western Canadian markets for these and other specialty products in the oil and gas, agricultural, pulp and paper and mining industries are currently largely served by imported products and represent excellent opportunities for local Alberta manufactures.

### Metals and Minerals

Recommended areas of development opportunity for the metal and minerals industry in Alberta include catalyst, heavy metals, alloy and special steels, flat rolled steel products (hot or cold rolled, galvanized or coated), structural shapes, wire rod, specialty pipe, manganese/abrasion resistant steel castings, valve and pump.



## Food Industry

The food and beverage industry is the dominant industry in Alberta manufacturing, accounting for over \$4 Billion, more than one quarter of Alberta's total manufacturing. There are opportunities for further development of the food processing industry in Alberta due to Alberta's solid base of agricultural resources, economic diversification, growing Western Canadian food market and favourable transportation factors in serving the western market.

Further development of the food processing industry in Alberta is encouraged by the provincial government as part of its strategy to diversify and strengthen the Alberta economy. Following are suggested areas for development in the secondary and tertiary food sub-sectors of the Alberta industry.

Frozen Foods - prepared poultry, prepared meat entrees, frozen baked goods products, baked desserts, prepared complete dinners, pasta dishes, ethnic foods and gourmet oriented foods.

Specialty foods - meat products (flaked meats, fabricated meat, specialty sausages, pate, prepared meat products for food service markets), snack food-crackers, specialty cheeses, salad dressings, spreads, soups, condiments, vegetable protein items, biscuits, confectionary, beverages.

## Forest Industry

Due to the large volume of uncommitted timber in Alberta, opportunities for joint-venture manufacturing in the forest industry are numerous. Coniferous species of spruce and pine with large quantities of deciduous poplar species offer attractive development potentials. Specific areas of opportunity include utilization of aspen for the production of forest products, newsprint and coated printing paper, sawmills for hard and softwood lumber, boards and furniture dimensions, softwood and hardwood board plants, laminated veneer lumber mills, medium density fibreboard and hardboard mills, household furniture, kitchen cabinets, upholstered furniture and bedding, factory built houses, (including mobile modular, prefabricated and closed panel houses), pallets and other material handling systems, industrial shelters and camps, and preserved and fire retardant wood products.

## Agricultural Machinery

Alberta is an annual half billion dollar market for the farm implement industry. Its farm implement manufacturers currently export 60% of provincial production outside the province, primarily to the other prairie provinces and north western U.S. - testimony to the durability of the Alberta product, the service provided by its companies and stability of the industry. Many of the products produced are recent and innovative steps toward greater agricultural productivity - efficient solutions to productivity problems.



Investment opportunities for the following types of agricultural implements exist in the province - cultivators, chisel plows, self propelled and high capacity output sprayers, fertilizer applicators - both liquid and solid, grain aeration and drying systems, complete grain handling, tilling and cleaning systems, hay handling and storage systems, rotary and pull type combines, swathers and direct cutting machines, irrigation systems, wear parts. Innovative electronic control systems and irrigation systems are also manufactured and provide excellent investment opportunities.

### Engineering Consulting and Construction

Alberta has a strong engineering and construction industry which is a significant advantage to locating industrial and commercial projects in the Province. Alberta's development of natural resources has, from time to time, created opportunities in certain disciplines and specialties such as chemical and process engineering, special electronics, mining, forest products, machinery design, tool and die engineering, and coal conversion technology.

Some potential opportunities might exist in specialty areas like pipe stress analysis, rotating machinery, heavy oil upgrading and extraction process technology, energy conservation technology, forest products, food processing and mineral processing plants and energy recovery systems.

### Furniture

The institutional and office furniture manufacturing sector is gaining prominence and Alberta is identified as the hub of Western Canada and the Pacific Northwest.

The furniture sector requires local availability of product components such as molded foam products, hardware and related parts. Opportunities in finished product areas including furniture to meet needs of computer and other electronic hardware within the office environment, institutional and residential.

### Consumer Products Industry

This section consists of over 250 companies accounting for over \$350 Million in manufacturers value of shipments, which constitutes over 2% of Alberta's total shipments. Alberta consumer product manufacturers employ over 6,000 workers or 8% of Alberta's manufacturing sector.

Further immediate opportunities for development in the consumer products industry are in textiles (fabrics), clothings and soap products.

Medium term opportunities exist in sporting goods, hardware and plastic housewares, footwear products, toys and games, small household and garden appliances, and commercial products and packaging.

## Machinery, Metal Fabrication, and Transportation Equipment

These sections account for 20% of the value added in the manufacturing sector. They have a profile of strong stable growth which has resulted in an industry with adequate physical, human and financial resources.

While the sections have developed to supply the needs of the Oil and Gas industry they are becoming increasingly diversified. This in turn has created investment opportunities to support expansion of markets and development of new products.

Areas of possible investment or joint venture include: forest industry equipment; components for heavy transportation equipment; investment casting; water treatment equipment; specialty oil field tools; and pipe fittings and valves.

## Plastics

The plastics processing industry in Alberta is well diversified and expanding rapidly. Advantages of an Alberta location include local availability of a variety of plastic resins and favourable transportation costs to serve Western Canadian and Northwest U.S. markets.

Import replacement and product substitution continue to offer new possibilities for plastics manufacturing. Specific investment opportunities may be found in such areas as construction products, medical products, food and beverage containers, agricultural film and products, plastics recycling, and many others.

## Electrical/Electronics

The electrical/electronics industries in Alberta benefit from a good supply of highly trained people from the province's universities and technical institutes. Close cooperation between universities, research organizations and industry is helping to keep Alberta firms at the forefront of technology. The industry benefits from a secure power supply at competitive prices and the spin-off opportunities arising from the development of the province's natural resources and agricultural base.

The electronics industry benefits from the services provided by infrastructure organizations such as the Electronics Test Centre, the Alberta Microelectronic Centre, the Alberta Telecommunications Research Centre and the Alberta Laser Institute.

Opportunities exist for the manufacture of power equipment, motors, electrical conduit, appliances, telecommunications equipment, pole line hardware, instrument transformers, telemetry equipment, control valves, specialized electronic equipment, bio-medical electronic equipment, computing equipment.

## Aerospace

Having already emerged as a respected participant in Canadian and international aerospace markets, Alberta has yet to realize its potential. Initiatives to achieve lasting regional industrial benefits through aerospace projects are creating attractive market opportunities for Alberta companies. The Alberta Government actively promotes the establishment and expansion of high-technology companies serving the aerospace industry.

## Film Industry

Alberta has gained prestige as a versatile location with its varied landscape and terrain. It has attracted an impressive number of film and television producers of international stature to choose the province as a production location.

In establishing and maintaining a healthy motion picture industry there are co-production opportunities for theatrical feature films, made for TV films, made for network television (cable) production, documentary and commercial productions and associated services facilities such as labs, sound studio equipment rentals and catering.

## Health Care Products

Alberta offers several important advantages to research and scientific related investments. The Alberta Heritage Foundation for Medical Research is responsible for attracting world class scientific researchers providing a high level of investigative activity and support for health care industries.

Excellent opportunities exist in the field of human and veterinary pharmaceuticals, fine chemical production, biologicals, and diagnostics. Major new health care facilities in Alberta's cities and rural areas provide an established market base for medical and surgical devices, hospital equipment and supplies, physiological monitoring equipment and electronic medical devices. Other opportunities include human pharmaceuticals and dietary products, medical and surgical devices veterinary pharmaceuticals, equipment and feed additives, fine pharmaceutical grade chemicals, ambulance and emergency equipment, biologicals and diagnostics (including blood fractionating products), electronic medical devices and physiological monitoring equipment and general hospital equipment and supplies.

For further information on opportunities in Alberta, contact should be made with the following Alberta Economic Development & Trade office:

Managing Director  
Investment Promotion Branch  
Alberta Economic Development & Trade  
10th Flr., Sterling Place, 9940 - 106 Street  
Edmonton, Alberta T5K 2P6  
(403) 427-2005  
Telex 037-42815



## OTHER SOURCES OF VENTURE CAPITAL

Although the term "venture capital" has only recently become familiar to most people, the investment of unsecured funds in rapidly growing private companies has been popular for many years. In North America, venture capital has evolved from groups of wealthy individuals looking for profitable investment opportunities, to small "institutions" staffed by highly trained professionals with specialized interests ranging from technology start ups to leveraged buyouts. Today more than ever, capital markets are specializing in response to market needs.

Following are some venture capital companies active in Alberta:

**AEONIAN CAPITAL CORPORATION**  
Suite 400, 602-12th Avenue S.W.  
Calgary, Alberta T2R 1J3  
(403) 264-4394

C.A. Smith, Drew Burgess

Type of Investments:	Start up and turnaround
Industries:	Chemical, film, forest products, industrial manufacturing, mining, oil and gas
Dollar Size:	Up to \$1,000,000
Type of Companies:	Public, private and partnership
Type of Instruments:	Common shares, preferred shares, debentures, warrants or rights

Percentage range is 25% to 50%. Directorships are required. Consulting fees are charged. Geographical preference: Canada and U.S.A.

Confirmed: April/87

**ALBERTA OPPORTUNITY COMPANY - Venture Funding Division**  
P.O. Box 1860, 5110 - 49 Avenue  
Ponoka, Alberta T0C 2H0  
(403) 783-7011

John D. Kennedy

Type of Investments:	Start up and turnaround, expansion and leveraged buyout.
Industries:	Chemical, communications; consulting/service; EDP hardware manufacturing; EDP software; forest products; industrial manufacturing; publishing; and transportation.
Dollar Size:	Range \$100,000 - \$3 million
Type of Companies:	Public and private
Type of Instruments:	Common shares, preferred shares, debentures with bonus interest, warrants or rights and common shares

Percentage range is 20% to 49%. Directorships are required. Geographical preference: Alberta.

Confirmed: March/88



**ALTA-CAN TELECOM INC.**

Floor 26H, 411-1st Street S.E.  
Calgary, Alberta T2G 4Y5  
(403) 231-8535  
Telex: 03-821172 CGY  
FAX: (403) 231-2592

D.F. Campbell, N.W. Clark, T.L. Umbach

Type of Investments: Research and development, start up, turnaround, expansion, levered buyout, joint ventures and technology transfer  
Industries: Electronics manufacturing and distribution with emphasis on telecommunications, microelectronics product development and software. Invest only in technology situations  
Dollar Size: \$200,000 - \$2,000,000  
Type of Companies: Public, private and partnership; joint ventures  
Type of Instruments: Common shares, preferred shares; debenture with bonus interest, warrants or rights and common shares

Percentage range is open. Geographical preference: Canada and U.S.A.

Confirmed: June/88

**CANCOM MANAGEMENT LTD.**

1623 Canada Trust Tower  
10104 - 103 Avenue  
Edmonton, Alberta T2P 2V7  
(403) 429-1726

David Edgar

Type of Investments: Negotiable  
Industries: Any industry will be considered excluding real estate  
Dollar Size: \$500,000 maximum  
Type of Companies: public, private and partnership  
Type of Instruments: Common shares, preferred shares, debenture with bonus interest, warrants, rights, convertible debentures, options

Percentage range is negotiable. Directorships are required. Consulting fees may be charged. Geographical preference: Western Canada.

Confirmed: April/87/

CAVENDISH INVESTING LTD  
2850 Bow Valley Square 2  
205 Fifth Avenue S.W.  
Calgary, Alberta T2P 2V7  
(403) 269-6795

R. A. N. Bonnycastle

Type of Investments: Expansion capital, levered buyouts, typically  
alongside management  
Industries: High technology (data processing, office automation,  
micro-electronics), industrial manufacturing,  
proprietary services and retailing  
Dollar Size: \$500,000 plus  
Type of Companies: Public, private and partnership  
Type of Instruments: Common shares, preferred shares, debenture with bonus  
interest, warrants or rights and common shares

Percentage range is open. Geographical preference: Canada and U.S.A.

Confirmed: June/88

THE CHURCHILL CORPORATION  
2300 Scotia Place  
10060 Jasper Avenue  
Edmonton, Alberta T5J 3R8  
(403) 424 - 8230

Emile L. Beaudry

Type of Investments: Expansion capital; merchant banking; leveraged buyout  
Industries: Travel; communications; service; distribution;  
industrial manufacturing; retail; and transportation  
Dollar Size: \$250,000 - \$2,000,000  
Type of Companies: Public, private or partnership  
Type of Instruments: Common shares; preferred shares; and debentures with  
bonus interest, warrants or rights, and common shares

Percentage range is 25% to 100% maximum. Directorships are required.  
Geographical preference: Alberta.

Confirmed: March/88

CONGRESS RESOURCES INC.  
Suite 600, 999 - 8th Street S.W.  
Calgary, Alberta  
T2R 1J5  
(403) 229-3200

R. J. Kimoff

Industries: Resources, service, secondary manufacturing, retail  
Dollar Size: \$100,000 - \$1,000,000  
Type of Investments: Equity financing

51-100 percentage ownership required. Prefer passive management and operating control. Geographical preference: Alberta, Western Canada, Western United States.

Confirmed: June/88

FEDERAL BUSINESS DEVELOPMENT BANK  
Venture Capital Division  
Suite 1900, 500 - 4th Avenue S.W.  
Calgary, Alberta  
T2P 2V6  
(403) 292-5000

Suite 606, Metropolitan Place  
10303 - Jasper Avenue  
Edmonton, Alberta  
T5J 3N6  
(403) 495-2277

Type of Investments: Direct investment in start-up, expansion, mezzanine, leveraged buyout and turnaround. Emphasis is on early stage investments.  
Industries: No sectorial preferences. Each case evaluated on its own merits.  
Dollar Size: No specific limit. Ranges from \$100,000 to \$5 million. Average investment is \$300/700,000.  
Type of Companies: Private  
Type of Instruments: Common shares; preferred shares; and debentures with participating interests (options, warrants, etc.); shareholder's loans.

Percentage range is 20% to 40%; directorships and shareholders' agreements required; syndication is strongly encouraged; will invest anywhere in Canada; no fees are charged.

Confirmed: January/88

FEMCO FINANCIAL SERVICES LTD.  
1790, The Standard Life Centre  
10405 Jasper Avenue  
Edmonton, Alberta  
T5J 3N4  
(403) 428-1556

Brian Menges

Type of Investments: Start-up, turn-around, expansion, and levered buyout  
Industries: Most industries considered.  
Type of Companies: Public, private, and partnership  
Type of Instruments: Common shares; preferred shares; debentures with  
bonus interest, warrants, rights, convertible  
debentures, and options

Percentage range is negotiable. Directorships are required. Geographical  
preference: Alberta.

Confirmed: September/88

GOLD BAR DEVELOPMENTS LTD.  
P.O. Box 3160  
Edmonton, Alberta  
T5J 2G7  
(403) 420-6666

Jonh Elias

Type of Investments: Start up and turnaround  
Industries: Chemical, communications, EDP hardware manufacturing,  
EDP software, and industrial manufacturing.  
Dollar Size: \$100,000 - \$1,000,000  
Type of Companies: Public, private and partnerships  
Type of Instruments: Common shares, and preferred shares

Directorships are required. Geographical preference: Canada and U.S.A.

Confirmed: April/87

MANVEST LTD.  
840 - 6 Avenue S.W.  
Calgary, Alberta  
(403) 294-5444

Donna Johnson

Type of Investments: Expansions and start-ups  
Industries: No particular favourites, a generalist portfolio  
Dollar Size: Investments of approximately \$500,000 preferred  
Type of Instruments: Common shares; convertible debentures

Minority equity positions preferred. Geographical preference: North America.

Confirmed: June/88



**NATIVE VENTURE CAPITAL CO. LTD.**

202, 11738 Kingsway Avenue  
Edmonton, Alberta  
T5G 0X5  
(403) 453-3911

Milt Pahl

Type of Investments: Start up; turnaround; expansion; and levered buyout  
Industries: Chemical; communications; consulting/service;  
distribution; EDP hardware manufacturing; EDP  
software; EDP service/distribution; film; forest  
products; industrial manufacturing; mining; oil and  
gas; publishing; real estate; retail and  
transportation  
Dollar Size: Up to \$3,000,000  
Type of Companies: Public, private and partnerships  
Type of Instruments: Common shares; preferred shares; debenture with bonus  
interest, warrants or rights and common shares

Percentage range is 10% to 49%. Directorships are required, depending on  
size. Mandate is to invest in majority owned native business, new or existing  
in Alberta.

Confirmed: March/88

**SPURT INVESTMENT FUND I ( A Limited Partnership)**

c/o Alta-Can Telecom Inc. (General Partner)

411 - 1 Street S.E.

Calgary, Alberta

T2G 4Y5

(403) 231-8535

Telex: 03-821172 CGY

FAX: (403) 231-2592

Norman W. Clark

Type of Investments: Research and development; seed and early stage  
Industries: Advanced technology product with high growth  
potential and world market  
Dollar Size: \$75,000 - \$250,000  
Type of Companies: Private  
Type of Instruments: Common shares; preferred shares; debentures

Percentage range is does not matter. Directorships are required.  
Geographical preference: Alberta.

Confirmed: March/88

**VENCAP EQUITIES ALBERTA LTD.**

Suite 1980, Manulife Place  
10180 - 101 St.  
Edmonton, Alberta T5J 3S4  
(403) 420-1171

2000 Trimac House  
800 - 5 Avenue S.W.  
Calgary, Alberta T2P 3T6  
(403) 237-8101

Derek Mather

Type of Investments:	Start up, turnaround, expansion and lever aged buyout
Industries:	Chemical, communications, consulting and/or service, distribution, electronics hardware manufacturing, EDP software, service/distribution, film, forest products, industrial manufacturing, oil and gas services, retail; others not excluded
Industries Excluded:	Oil and gas exploration and development, real estate, banking, mutual funds and finance
Dollar Size:	\$300,000 - \$10,000,000
Type of Companies:	Public, private and partnership
Type of Instruments:	Common shares, preferred shares, debenture with bonus interest, warrants or tights and common shares

Percentage range is 5% to 40%. Directorships are preferred. Consulting fees may be charged. Geographical preference: Alberta. Investment opportunities outside Alberta will be considered which are of ultimate benefit to Alberta and/or Albertans.

Confirmed: March/88

**VENTURE CAPITAL CLUB OF EDMONTON**

1800, Esso Tower, Scotia Place  
10060 Jasper Avenue  
Edmonton, Alberta  
T5J 3R8  
(403) 423-5811

Rick Cormier, Eric A. Geddes, J. Angus Watt

A joint effort of the Advanced Technology Project, Edmonton and the Management Advisory Institute of the University of Alberta. The Venture Capital Club of Edmonton was recently incorporated and has not yet made an investment. The Club will focus on Edmonton and area, they will most likely emphasize advanced technologies.

Confirmed: June/88

## BIBLIOGRAPHY

### Alberta Economic Development & Trade Publications

Alberta Aerospace

Alberta Architects Index

Alberta Electronics Directory

Alberta Exporters Index, Oil & Gas Equipment Manufacturing

Alberta Farm Implement Buyers Guide

Alberta International Trade: Country Profiles and Export  
Performance 1986

Alberta Investment Guide

Alberta Manufacturers Index

Alberta Oil and Gas Equipment - Manufacturers and Exporters  
Index 1987

Alberta Profile (English, French, German, Spanish, Arabic,  
Chinese, Japanese and Russian versions)

Alberta Training Services Index

Alberta Venture Magazine

Annual Report - Alberta Economic Development and Trade

B.O.S.S. (Business Opportunities Sourcing System)

Building Business Abroad

Consulting Index - Alberta Engineers, Geologists and Physicists

Equine Manufacturing and Services Index

Exporting to the United States

Fashion Alberta Directory

Financial Programs - Guide for Alberta Exporters

Introduction to International Marketing

Processed Food Industries

Software Industry Directory

The Province of Alberta - A Brief Overview

Small Business and Industry Development Publications, Alberta  
Economic Development and Trade

1. Starting a Small Business in Alberta
2. Financing a Small Business in Alberta
3. Marketing for a Small Business in Alberta
4. Operating a Small Retailing Business in Alberta
5. Operating a Small Manufacturing Business in Alberta
6. Operating a Small Service Business in Alberta
7. Bookkeeping for a Small Business in Alberta
8. Buying a Small Business
9. Buying a Small Business Franchise

Other Small Business Publications

Alberta Locations Prolife (towns and cities)  
Assisting Small Business  
Kinds of Business Files

Other Alberta Government Publications

Alberta Research Council

- Alberta Research Council Annual Report 1987
- A Technical Service to Industry
- Joint Research Venture Program
- Alberta Geological Survey
- Coal and Hydrocarbon Processing
- Oil Sands and Hydrocarbon Recovery
- Analytical and Testing Services
- Electronic Industry Information Centre
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- Coal Research Centre Devon
- Biotechnology Pilot Plant
- Industrial Development
- Forest Products - Putting technology to work
- Electronics Test Centre - Annual Report  
1986/87
- Advanced Technologies - Helping you keep  
your company competitive



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- Alberta Technology, Research & Telecommunications Annual Report 1987
- New Frontiers

Treasury, Bureau of Statistics

- Alberta Facts '87
- Alberta Statistical Review (Quarterly)
- Introduction to Alberta Corporate Income Tax

Government of Canada Publications

ABC - Assistance to Business in Canada (Federal Business Development Bank)

Businessmen's Directory of Canadian Trade Representation Abroad (External Affairs)

So you want to Export: Department of Regional Industrial Expansion

- 1) Making a Market Survey
- 2) Tips for you Trip
- 3) Your Reference Sources

Minding Your Own Business Vol. 1 & 2 (Federal Business Development Bank, Management Services)

Patents: Questions & Answers (Consumer and Corporate Affairs)

Sources of Venture Capital in Canada (Department of Regional Industrial Expansion)



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